

**ENSURE YOUR MUSEUM **RECOVERS AND REBUILDS****  
so you can be both successful and resilient



***We need help to get there!***

**Hilary McGowan** is supporting many museums in their recovery from the pandemic: helping them develop strong leadership, effective governance and sustainable plans.

**Inside** you can read some of the stories about current and past clients and see how she could help you in your search for Recovery, Success & Resilience

***"Hilary is fantastically knowledgeable about museums, their problems and how to solve them"***

**Tony Butler**  
Executive Director  
Derby Museums Trust



## Does your museum suffer from any of these problems?

Do you feel your museum could be more effective and successful?  
Do you have a clear Vision and Mission, that everyone understands and agrees on?  
Shouldn't you reconsider it in the light of a post-pandemic world?  
Are you a museum leader for the first time - a director or chair?  
Are your volunteers reluctant to come back after Covid?  
Would you like all your trustees to be engaged and active?  
Are your board meetings long, predictable and boring?  
Are these meetings spending too long on operational matters?  
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 want diversity on your Board?  
Wouldn't you like all your trustees to understand their responsibilities?  
Wouldn't you like them all to have a comprehensive induction?

**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 discuss the problems you are facing and benefit from my experience and knowledge.

**Knowledge, 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 change so they can thrive in 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.



*"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 your recovery.**

**I was a Trustee of Bletchley Park for over 10 years so know at first hand the pressures of running an independent museum with little or no public revenue funding.**

Over the last 25 years as a successful consultant, I have worked with over 200 organisations from small independent museums to larger local authorities and national museums.

I help museums to improve their leadership, governance and strategic vision, to create a Recovery Plan and re-build their resilience through workshops, coaching and mentoring. I am an Associate Supplier to AIM in addition to working on their AIM Higher Governance support programme.

I am known for being approachable, for my pragmatic attitude, innovative solutions, and being brilliant value for money. My mission is to leave you feeling positive and resilient.



*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

### AWAY DAYS

### COACHING

### ORGANISATIONAL DEVELOPMENT PLANS



*The Garden at Arundells*

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 recover, to re-build under strong leadership, with effective governance and lasting resilience. I facilitate and support you to fulfil your potential. This can also underpin the Organisational Health section of Museums Accreditation.

I create **Away Days** for boards, staff and volunteers not only for strategic planning but also for the freedom to discuss where the museum should or could be going, what the alternatives are and what you need to do to get to where you want to go. My workshops are proven to stimulate, stretch and inspire you, but to be enjoyable too. They are also a key ingredient in an **Organisational Development Plan** which I can create with you to support you modernising your decision making and moving towards a more collaborative, inclusive and effective organisation.

**You will find a selection of Case Studies and workshops on the following pages.** You can pick and choose from the workshops: they form a framework for Recovery and Re-building your museum organisation so you can move towards lasting resilience. With my support, they will help you to lead your museum to success. If you don't see exactly what you require, remember that all workshops are tailored to your specific needs so they would fit you perfectly.

Coaching and mentoring underpin and complement these workshops.



## CASE STUDY: Bridport Museum



The Sanctuary Collection Rope Gallery



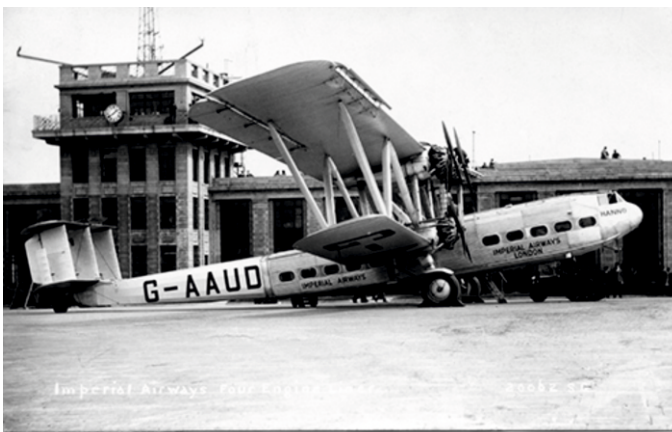
Dr. Roberts' medical jars

A new Chair was the catalyst for commissioning me to carry out Governance and Organisational Reviews. The Board was too large as they didn't have a Succession Plan so some Trustees had served for over twenty years. I ran workshops to help the trustees to understand what good governance looked like today. My consultations included many of their volunteers who provided insight and constructive suggestions. The Board knew they would struggle to afford their small staff in the future as they had introduced admission charges in 2020 so income was dropping. All Trustees took my challenging critique and I am pleased to say that they are working through all my recommendations. As a result, they are managing a considerable programme of change so I am providing "after-sales care" by mentoring and coaching the Chair and Vice Chair.

*"I wanted to send you a personal thank you for your reports. It crystallised the issues in a very clear and constructive manner. Your huge experience has been absolutely critical to the success of this - so I just wanted to thank you again for taking on the mission! Much more of the journey to travel for the Trustees – but you have helped them understand there is a way to move forward together – and given them a route map!"*

Camilla Hampshire, Trustee  
Bridport 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 the Society formed in 1979 collected archives and objects to become Historic Croydon Airport Trust today.

When a new chairman (a professional pilot) took over he knew a lot about aviation history but not about governance of museums. With the help of an AIM grant I quickly identified their risks and through governance workshops and coaching support, they made rapid progress.

*"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, then Chairman  
Historic Croydon Airport Trust

## 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. I was commissioned to carry 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 experience required as they developed their entrepreneurial skills.

In addition I made several recommendations about overall management and staffing to improve efficiency. The Museum has now implemented 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: Arundells

This Georgian house in Salisbury's Cathedral Close was the home of Sir Edward Heath, the former Prime Minister. He set up a Foundation in his will to open his former home so the public could enjoy it. It houses an exquisite collection of fine and decorative art and has a beautiful garden. As part of an NLHF development grant in 2022 I am carrying out an Organisational Review of the Foundation to help them modernise their leadership and be fit for the future.



## BESPOKE SUPPORT

I provide bespoke support which is tailored exactly to your needs. For example, I facilitate Away and Strategy days for Boards of Trustees, Staff and Volunteers (quite literally, I wrote the book – the AIM Guide). This could be in addition to providing Critical Friend support and helping you to create Organisational Development Plans. These can support the introduction of a more collaborative culture, modernising your decision making so you move towards becoming more inclusive and effective.

## CASE STUDY: Away Days: Holst Victorian House



Holst Birthplace in Cheltenham reinvented itself over the recent lockdowns and now focuses on life in a Victorian house, of which the Holst family were only one of the inhabitants. Now more of a social history experience alongside the music, the new Chair wanted to create a vision and mission for their new future. After furlough, the roles and responsibilities of Trustees and staff were blurred and muddled so this needed exploring and discussing. I used my wide experience to help them by illustrating how other museums manage these responsibilities.

*"A big thank you for facilitating our away day today. It went very well, with a high degree of commitment and enthusiasm from everyone (which was reassuring)"*

Hilary Simpson, Chair  
Holst Victorian House



### **CASE STUDY: Critical Friend: Royal Crown Derby**

As their new Director updates the Board, recruits a new Chair and seeks investment from NLHF, I am providing support as a Critical Friend to this Museum. Their aim is to build a resilient future alongside strengthening their partnership with the Royal Crown Derby factory. The company began in 1750 so it is an important part of Derby's industrial history. It continues to be highly collectable and the factory was once an automatic part of a visit to Derby alongside the Silk Mill.

I am able to tease out the real challenges the Museum is facing, asking provocative questions and using my wide experience from elsewhere to promote the right decisions being made for the right reasons as the Museum applies for NLHF funding.



Plate and cup & saucer: items from the Gary Service 1909

### **CASE STUDY: Strategy Days: UK Antarctic Heritage Trust**



Wordie House © UKAHT  
photographer Rick Atkinson



The UK Antarctic Heritage Trust (UKAHT) operates a Museum and the Post Office at Port Lockroy, the first British base in Antarctica. They commissioned me to create and deliver a Trustees Away Day to create a new Ten Year Strategy; the Chief Executive Officer 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.

*"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

## 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.

*"The impact of coaching has been life changing.  
The whole experience has been empowering."*

senior museum professional

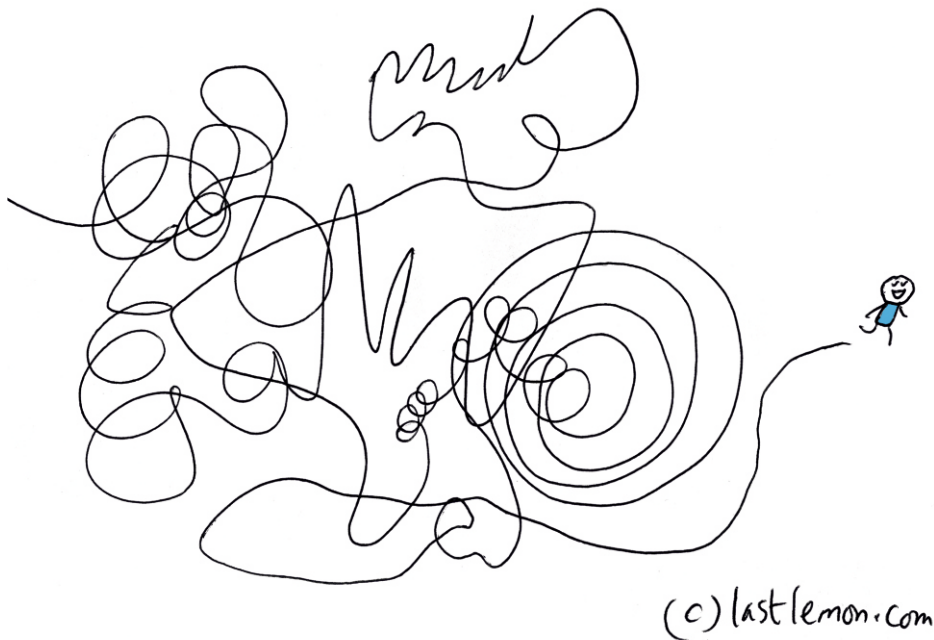
As a Coach, I will bring clarity to your ideas and ambitions, will work with you so you discover answers for yourself, and provide support, reflection and focus, helping you to get to where you want to go, as an individual or as an organisation.

*"You have given me renewed hope for the future."*

Director of an independent museum  
during 2020 Lockdown

*"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



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

*Below is a selection of the workshops I have created. These are all designed to be one day workshops, but as they are bespoke, they can be adapted if you wish to combine elements from two of them.*

## RECOVERY & RESILIENCE WORKSHOPS

To build your Recovery Plan you need to ensure that what you are doing is still appropriate for a post-pandemic world.

### The Road to Recovery

**This workshop will cover:**

- what sort of leadership is needed now?
- identifying your priorities
- Top Tips for leading your Recovery
- how can we stop doing the stuff we don't need and say "no" more often?
- what will this allow us to do instead?
- be honest about why people don't visit us; what can we do about it?

**What you will take away:**

- an Action Plan to guide you
- practical skills to use
- "Get Stuff Done" list your Board should be doing

### Change Management

**This workshop will cover:**

- how to get started and take people with you
- pilot projects - why you should use them
- communications: as always this will be key
- do you need a Critical Friend?
- why MBWA is still an effective leadership tool

**What you will take away:**

- Top Tips for successful change to share with your colleagues
- how to ensure everyone is working for the same Recovery
- how to find a Quick Win to launch your Change programme

## GOVERNANCE

I have created a range of workshops to support museums in improving their governance, organisation and leadership. These include:

- introductions to what being a Trustee of a Museum actually means
- how to ensure your Board is developing effectively
- how to run Board meetings that aren't long and boring
- how to create and implement a Succession Plan
- how to recruit new Trustees from outside your circle of acquaintance

These Governance workshops can be tailored to fit what you need when you need them.





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

© Marc Litzler

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

**This workshop will cover:**

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

**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

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

Ian Wall, then Director  
Creswell Heritage Trust

## How to be an Effective Leader

### **This workshop will cover:**

- what is leadership and who should exhibit it?
- the MCC syndrome
- skills to help you develop and motivate your staff and volunteers
- why an understanding of risk, and how to manage it, is essential
- how can you be more open to new ideas?

### **What you will take away:**

- what good leadership looks like in a post-pandemic world
- 7 good habits to develop
- decision making, listening and questioning techniques
- understand the differences between coaching and mentoring

## WELLBEING WORKSHOP with Laura Crossley

**Time commitment:** *designed to be a one day workshop but it can be adapted if you only have half a day as we can simplify the exercises and reduce the group work.*

### **This workshop will cover:**

- what is wellbeing and what does this mean at work?
- what are the signs of lack of staff wellbeing?
- why is focussing on wellbeing good for your organisation?
- what can you do to support your own wellbeing and the wellbeing of others?

### **What you will take away:**

- a clear understanding of your duties regarding staff and volunteer wellbeing
- how to ensure everyone's wellbeing is being supported
- a better understanding of how work culture can contribute to people's wellbeing
- a wellbeing action plan for you and your organisation

### **Who is Laura Crossley?**

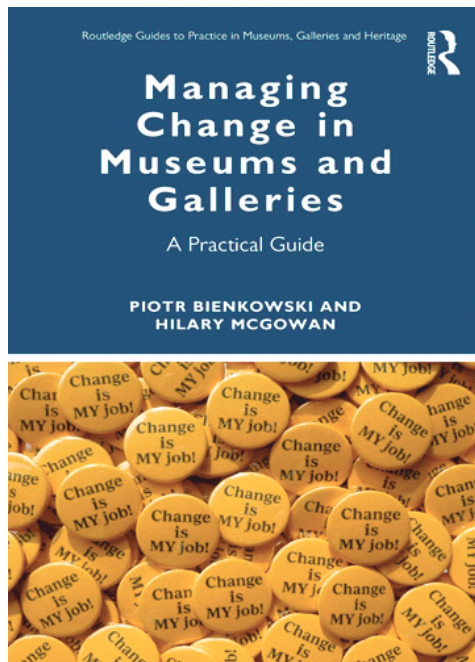
Laura is an experienced museums and cultural consultant with 12 years' experience in the sector. She is a specialist in strategic reviews and organisational development, workforce and audience development, and has worked with a diverse range of cultural organisations across the UK. Until recently she was Head of Content at the National Football Museum in Manchester, where she had strategic responsibility for the Museum's collections, exhibitions, learning and community work. Laura also provides coaching and mentoring for individuals and organisations. She and Hilary share many professional interests and have complementary skills.

## HILARY'S HANDY GUIDES No. 8: Twelve Top Tips to guide you through Recovery

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. **Identify priorities.** Is finance your most urgent priority? Is it staff and volunteers' wellbeing? Ensure you focus on what is most important and leave pet projects until later.
3. **Who are your allies,** your potential champions, and who are your sceptics, your blockers? Use the former to support your Recovery Plan and draw the latter into decision making, ensuring they will be able to see a role for themselves.
4. **Make time for people,** their worries, their fears and their questions. Everyone could be affected by the uncertainty of the post-pandemic world.
5. **Communicate with Everyone.** Staff/volunteers who do not work full time can quickly feel "out of it" and ignored. In this vacuum rumours will fill the space and risk destabilising your plans. Above all, ensure that your communications strategy is inclusive.
6. **Find a common purpose.** The post-pandemic world is a perfect opportunity to reassess everything you do; is it still appropriate, is it still possible, is it still necessary? All your staff and volunteers need to know and trust that you, as the leader (be it as Director, Curator or Chair) have clarity of vision in addition to the ability, energy and drive to get the museum there. A shared understanding of purpose will assist all of you.
7. **Small changes have impact.** Recovery doesn't need to be big, a grand gesture, but lots of small changes which benefit everyone can be a real boost for you, and add up to significant improvements.
8. **Be open to questions,** to new ways of addressing your challenges - keep an open mind.
9. **Test things.** Pilot projects can save you from disaster later on so try things on a smaller scale and then tweak your plans accordingly.
10. **Be focussed.** The museum recovering is more important than anything else so keep it in the forefront of your mind. If someone wants to do something new, ask "will this help our recovery?" If the answer is *no* then don't do it!
11. **Be honest.** If you don't know the answer, then say so. The sector is working through challenging times, so no one knows all the answers. Staff and volunteers will admire your honesty more than if you guess and get it wrong.
12. **Conviviality** must not be underestimated as it is vital to the healthy development of your museum. The pandemic has taken a toll on everyone so encourage a regular but informal sense of togetherness to keep spirits high.

If you would like more on this, see *Managing Change in Museums and Galleries - a practical guide* by Piotr Bienkowski and Hilary McGowan, published by Routledge last spring. More information on the back cover.





## ***Managing Change in Museums & Galleries – a practical guide***

(ISBN 978-0-367-85850-6)

I am the co-author, with Piotr Bienkowski, of the book *Managing Change in Museums & Galleries – a practical guide*, published by Routledge in 2021. We issued six pre-publication extracts which we believe are still relevant today: see [hilarymcgowan.co.uk/news](http://hilarymcgowan.co.uk/news). These extracts include *Fear of Change*, *Staff/Volunteer Development & Organisational Change*, *Restructuring*, *Redundancies & Staff Changes* with one that asks *What sort of leader is needed now?*

Sections of the book include:

- Preparing for change
- Leading Change
- The role of staff and volunteers
- Why Change fails
- Evaluating and learning from Change

There is also a list of resources and publications to help you further.

*"Managing Change in Museums and Galleries inspires, educates and empowers the reader to approach change in their museum with confidence. It is the book that I wish I'd had to support me over the last 25 years. It applies concepts and theory to real life challenges, drawing on strong case studies from in and outside the sector. It is an invaluable guide to navigating change, and the challenges and opportunities it brings, in museums today."*

Emma Chaplin  
Director AIM, 2021

*"Effective change management is one the most essential skills for any leader – this book is a great reader for those new to leadership and those who need an insightful refresher. It's accessible with real and relevant examples and based clearly on the broad experience of the authors and the individuals and organisations they've worked with. It's the sort of book you'll pick up for one purpose and then find that you're drawn into wanting – and needing – to read more and more."*

Iain Watson  
then Director,  
Tyne & Wear Archives & Museums