

Embracing and managing change in the cultural sector

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ANIMAL LIBERATION PETER SINGER

THIRTIETH ANNIVERSARY

THE LIFE YOU CAN SAVE

HOW TO PLAY YOUR PART
IN ENDING WORLD POVERTY



PETER SINGER

*Brilliant. A practical plan to eradicate
world poverty* OBSERVER

How
are we
to live?

RECOMMENDED BY

THE OBSERVER

PETER
SINGER

PETER
SINGER
ETHICS INTO
ACTION

HOW HE SAVED THE ANIMAL RIGHTS MOVEMENT

WITH AN AFTERWORD BY SINGER AND PAUL W. BERTHOUD

Cake report: main findings



- Short termism and project funding
- Not embedded
- False consensus
- Rubber-stamping
- ‘Empowerment-lite’
- Beneficiaries not active agents

“There’s only ever one priority: money. Funding from the council looks like it’s slowly dwindling and we’re having to deal with that quite seriously”

“Funding requirements (e.g. from Arts Council) have encouraged us to take community work to a new level...The funding bodies are what have brought about this huge change”

“The whole reason I got into museums was to make them more democratic and usable for people...While I was thinking the Cake report had great ideas, I can't see a way of making it work. It's very theoretical. I thought, it's a lovely idea but I'll just watch what happens and see how they get on”



Our Museum Communities and Museums as Active Partners

1. Museums and galleries are rooted in local needs
2. Communities are involved in, and influence, policies and programmes at all levels in museums and galleries
3. Museums and galleries have developed community capabilities and skills
4. Museums and galleries embed an ongoing, reflective learning process internally, with their communities and with other organisations









- Leadership and governance
- Conflicting strategic agendas
- 'It's someone else's job'
- 'The usual suspects'
- Staff resistance and skills
- Fear

Paul Hamlyn
Foundation

**Communities and Museums as
Active Partners:**

Emerging learning from the *Our Museum* initiative

By Dr. Piotr Bienkowski

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GOVERNANCE

Leaders must show active and championing commitment to participation, not just passive support

Leadership is not just the director but the wider management team – which can be a block to change – and they too need to be actively committed to participation

The director, senior staff and trustees – or equivalent governing body – all need to actively support change to embed and sustain community engagement and participation

Longer-term, sustainable change is only effective if trustees (or equivalent governing body) actively support and understand participation: they need training, ongoing development and evaluation of their involvement

STAFF PROFESSIONAL DEVELOPMENT

Ensure that responsibility for community engagement is shared across the organisation

Introduce programmes to develop all-staff buy-in, understanding and skills around community engagement and participation

For community engagement to be truly embedded and sustained, all staff need to understand its relevance to their own work and to the museum overall, how they can contribute, and how to work with communities

Provide resources for staff to learn about different approaches to community engagement through peer learning and exchange

HOW TO ENGAGE WITH COMMUNITY PARTNERS

Museums benefit by actively seeking out partnerships with community partners who have the strategic remit, specialist knowledge and community networks to support them with major changes to their policies and practice

Written terms of reference help community partners and staff to understand what is expected of them and what kind of involvement they can have in decision-making

Museums should think strategically about who their communities are and who to work with, rather than relying on 'the usual suspects'

A wide range of community partners can be invited to take part in focused conversations about the work of the museum or gallery and its plans for the future

Community partners can be commissioned to deliver elements of a museum's or gallery's exhibition or programme



NewLinkWales



PARTICIPATORY FORA

Our Museum

Informal
Learning
Forum

Diversity
Forum

User Design
Forum

Youth Forums

Formal
Learning

Academic
Forum

Craft Forum



Contemporary
Artists Forum

Llys Rhosyr



EVALUATION AND EVIDENCE OF CHANGE

The value of a clear evidence framework in mapping organisational change

External evaluators are able to focus attention on the change process, facilitate discussion, encourage progress and offer challenges

Organisational change processes benefit from a rigorous approach to qualitative evaluation, action based on shared reflection and ongoing critical dialogue with all stakeholders

The significance of developing positive, constructive and honest self-evaluation processes has been emphasised by the funder

The Our Museum programme has demonstrated that an active critical dialogue between funder and the organisations it funds pays dividends

THE IMPORTANCE OF THE EXTERNAL VOICE

Working with a critical friend is proving an effective way for Our Museum participants to gain an independent view of the programme and processes underway in their organisations and prompt honest reflection and appraisal

Peer learning is an effective method of encouraging the sharing of experience, knowledge, information and learning

Museums and galleries should involve people from outside their own organisation in open and honest conversations about the process of change underway in their institutions, in order to bring fresh and independent perspectives to bear, to encourage reflection, and to help ensure that difficult issues are addressed and not avoided

Community partners and staff have benefitted from allocating time for active and regular reflection on what is being learnt

An external facilitator can help create a safe space for museum staff and community partners to discuss issues that may be complex, multi-layered or contentious



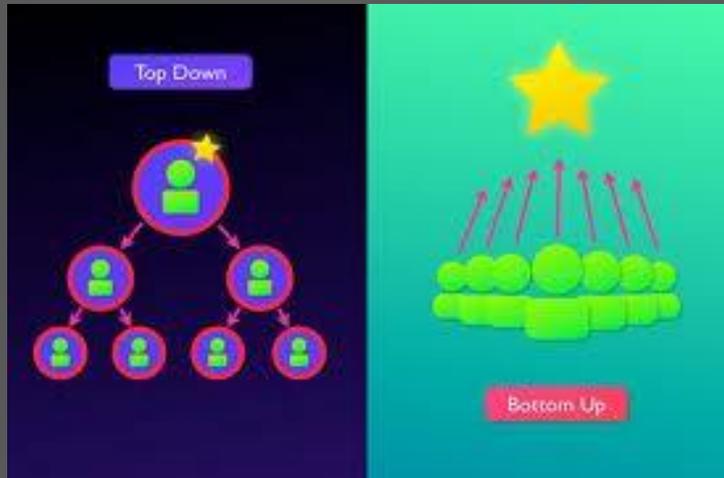
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I hate intellectuals. They are from the top down. I am from the bottom up.

(Frank Lloyd Wright)

izquotes.com



STRATEGY:

Top Down vs. Bottom Up

