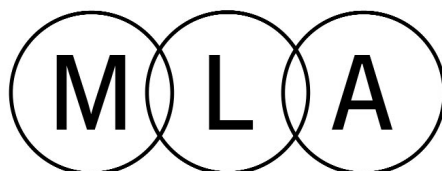


Leading Archives and Museums



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What is the Leading Archives and Museums programme?

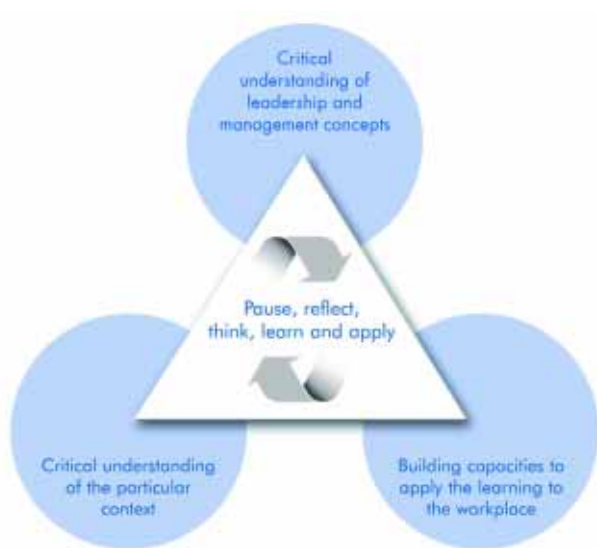
Leading Archives and Museums is a national, leadership development programme specifically contextualised to meet the needs of managers in archives and museums. It has been commissioned by the Museums, Libraries and Archives Council (MLA) as part of its Workforce Development Strategy, with full support from the key representative bodies of both museums and archives including: the Museums Association, the Society of Archivists, the National Archives, the Institute of Conservation and the National Museum Directors' Conference.

The programme will equip managers to respond to the demands for more effective leadership at all levels as identified in *Renaissance in the Regions*; *Listening to the Past, Speaking to the Future*; and *Inspiring Learning for All*. Managers will also be better able to respond to any future policies which affect them.

The programme was shaped by extensive consultation with the museums and archives fields. It was piloted in 2005/06 and the programme modified as a result of lessons learned so that it best meets the needs of leaders in museums and archives.

FPM approach to management learning

The **Leading Archives and Museums** programme is underpinned by an integrative philosophy:



The approach combines:

- ▶ A philosophy of making connections with and learning from a wide range of sources, including the participants' own examples of good practice
- ▶ A critical understanding of the context within which museums and archives operate - awareness and analysis not just of current policies and developments, but also of the underlying wider trends and changes
- ▶ The development of skills and capabilities to lead and manage more effectively, with strategies and plans to put these into action

The style of learning combines the best of reflective learning with the stimulus provided by the introduction of ideas, concepts, models, frameworks and tools.

This programme will stimulate the mind, inspire and motivate, and give participants tools to apply to their own services.

Aims of the programme

Leading Archives and Museums will:

- ▶ Build the capacity of managers to lead change and improvement in museums and archives services
- ▶ Provide participants with a broader and deeper understanding of themselves as leaders, and an understanding of how they can use their leadership capacities to best effect
- ▶ Enable participants to clarify and communicate a clear vision for change and development in their services
- ▶ Increase the confidence of managers in museums and archives in themselves as leaders so that they have the courage to lead change
- ▶ Develop the understanding, tools and techniques needed to position museums and archives with key partners and stakeholders

Through the programme, participants will get time away from work to:

- ▶ Share good practice and common problems with other managers
- ▶ Build a shared language for leading in museums and archives
- ▶ Strengthen networks for personal support and development

The programme is action-oriented with each person producing their own personal development plan, and an action plan for implementation in the workplace.

Programme content and structure

There are two programmes which will bring together staff who share similar responsibilities in their current job:

- 1 **Senior Managers Leadership Programme**
- 2 **Future Leaders Programme**

Each programme includes work based activity, self-reflection and taught modules. An e-forum and other support systems will be available to participants to help this inter-module learning.

Each participant will undertake independent pre-course preparation. This will involve required reading and related activities such as discussion with their line manager on the aims and anticipated outcomes of attending the programme. In addition, participants will complete a developmental questionnaire and receive individual feedback session with a qualified coach. This will be either the Transformational Leadership Questionnaire or the Myers-Briggs Type Indicator. For further details see the course content below.

An independent work-based project will enable participants to apply their learning to their own organisation. These projects will have real and tangible outcomes for the service and will encourage participants to explore the relationship between the project and their leadership role within it.

Participants will benefit from the opportunity to develop an individual and organisational action plan within the positive learning environment. After the programme, participants are expected to have a follow-up session with their manager/colleagues. This will enable them to feed back their experiences of the programme and explore how learning can be developed and shared in the service.

An overview of the content for each course is outlined below. Please note that the programmes are constantly evolving to meet the particular needs of managers in museums and archives and the precise content may be subject to some change as the programme rolls out.

Senior Managers Leadership Programme

Target audience

Participants who:

- ▶ Manage a discrete museums or archives service, or a significant geographical or functional area
- ▶ Have a role in shaping the strategy within their organisation
- ▶ Are responsible for inspiring and leading others through change

What will participants gain?

As well as the overall aims of the programme, it offers participants the opportunity to:

- ▶ Make time for thinking and reflecting on themselves as leaders
- ▶ Be challenged in a supportive learning environment
- ▶ Increase their self-confidence in a leadership role

Programme design

This is a 10 day programme structured as follows:

Pre-course preparation	1 day
Module 1 - residential	2 days
Transformational Leadership	
Questionnaire feedback	1 day
Module 2 - one day, non-residential	1 day
Work-based project	2 days
Module 3 - residential	2 days
Follow-up with manager/colleagues	1 day

There will be a gap of approximately 8 weeks between Modules 1 and 2 and 4 weeks between Modules 2 and 3.

Outline content

Module 1 - Challenges of leadership

This module explores leadership and the role of leaders with particular emphasis on the challenges of leading in museums and archives. This will help participants to develop their effectiveness as leaders by:

- ▶ Developing a personal model of leadership and their vision for museums and archives services
- ▶ Exploring the organisational context of leadership with particular emphasis on understanding the wider context, including key government policy drivers for modernisation of museums and archives, e.g. *Inspiring Learning for All*

- ▶ Understanding power and influence, and how to position museums and archives service in a fast changing public service environment
- ▶ Increasing participants' effectiveness as leaders through using a series of tools and techniques

Transformational Leadership Questionnaire Feedback

The **TLQ** (Transformational Leadership Questionnaire) © is at the cutting edge of leadership assessment and development. It is a 360-degree, feedback instrument, which invites the individual, his/her peers and direct reports to rate their leadership behaviour and impact. Essentially the TLQ measures 'the way you do things' and 'the effects you have on others'. This creates a detailed diagnostic report, which is then explored further and discussed in an individual feedback session with a qualified coach, from which a personal development plan to strengthen areas of concern can then be constructed and implemented.

Module 2 - Leading Creatively

This module focuses on developing creative thinking and problem solving techniques, with particular reference to the real life issues raised by the Transformational Leadership Questionnaire and the establishing of the work based project. It does this via:

- ▶ Use of creative thinking tools
- ▶ Working with participants to develop an understanding of problems and problem solving

Module 3 - Leading in context

This module examines how leaders at all levels can help to drive forward the service's vision. The module also examines the leader's role in delivering change.

- ▶ Translating purpose into action - communicating and inspiring vision at all levels of organisation so that staff are motivated to deliver it
- ▶ Aligning ourselves and others for successful and sustainable change
- ▶ Aligning people and systems to deliver successful outcomes
- ▶ Demonstrating the impact of museums and archives on other public service priority areas in order to secure new resources and win new audiences



Future Leaders Programme

Target audience

Participants who:

- ▶ Have some management experience in a museums or archives service
- ▶ Want to develop themselves as managers and leaders and have the support of their line managers to do so
- ▶ Are looking for opportunities to apply their learning within their organisation so that they can take more active leadership roles

What will participants gain?

As well as the aims outlined above, this programme offers participants the opportunity to develop:

- ▶ A better understanding of what leadership means
- ▶ A wider understanding of the professional and organisational context in which they are working
- ▶ Increased self-confidence in their leadership role

Programme design

This is an 9 day programme structured as follows:

Pre-course preparation	1 day
Module 1 - residential	2 days
Myers Briggs Type Indicator feedback	1 day
Work-based project	2 days
Module 2 - residential	2 days
Follow-up with manager/colleagues	1 day

There will be a gap of approximately 6 weeks between Modules 1 and 2.

Outline content

Module 1 - The challenges of leadership

This module explores the nature and challenges facing leaders at all levels in museums and archives. This will help participants to develop their effectiveness as leaders by:

- ▶ Developing an understanding of the different models of leadership
- ▶ Considering the purpose of museums and archives services and the challenges facing these services from new initiatives and policies
- ▶ Developing an understanding of power and influence using a variety of tools and techniques
- ▶ Exploring organisational culture in relation to museums and archives and how this affects leaders

Myers Briggs Type Indicator Feedback

After more than 50 years, the MBTI instrument continues to be the most trusted and widely used assessment tool in the world for understanding individual differences and uncovering new ways to work and interact with others. It is a growing force in team building, leadership and individual development, and is used effectively with individuals, groups and organisations throughout the world. Based on the breakthrough work of Carl Jung, the MBTI assessment provides a description of individuals' preferences for two cognitive activities: taking in information and organising and processing the information in order to make decisions. People make use of their entire range of cognitive processes but tend to have a preference for using one over all the others. Understanding these preferences and the role they play in people's behaviour can help increase collaboration and improve relationships, productivity, and efficiency in a work environment.

Module 3 - Leading in Context

This module looks at the wider environment in which archives and museum services operate and the role of future leaders in managing themselves and their services within that context. It will enable participants to:

- ▶ Develop personal effectiveness and an ability to think creatively
- ▶ Understand the concept of emotional intelligence and how to develop emotional resilience
- ▶ Align themselves and others for successful change
- ▶ Plan for success

Feedback

The Leading Museums & Archives programme was piloted in 2005/6.

The feedback from participants has been excellent:

"It was great to have the opportunity to sit back and reflect and build good stuff to help me move forward. Absolutely fantastic to meet colleagues and share experiences and common ground."

"The teaching staff are excellent and learning about the theory of leadership was very interesting."

"Really enjoyable, fact filled but inspirational and fun course. Great mix of individuals - and fairness in the group at all times. I would recommend this course to other colleagues. Thank you."

"Most enjoyable, stimulating, well constructed and focused. Would like more of the same. Thank you."

"Loved it! Looking forward to the next one."

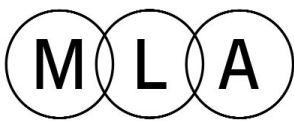


The Partners



FPM is an award-winning independent provider of leadership and management development. We enable public service managers to convert policy into better results for users. We do this through short programmes which are highly interactive and contextualised to the real world in which the managers work. We have designed and delivered the first national leadership and management programmes for:

- ▶ Public Libraries
- ▶ Youth Services
- ▶ Connexions Partnerships
- ▶ Extended Schools
- ▶ Museums & Archives
- ▶ Adult and Community Learning



The **Museums, Archives and Libraries Council (MLA)** is the key strategic agency working for and on behalf of museums, archives and libraries and advising the Government on policy and priorities for the sector. Museums, libraries and archives connect people to knowledge and information, creativity and inspiration. MLA is leading the drive to unlock this wealth, for everyone. Its mission is to enable the collections and services of museums, archives and libraries to touch the lives of everyone.

The programme has also been developed with support from the **Museums Association, National Museum Directors' Conference, Society of Archivists, The National Archives** and the **Institute of Conservation**. It is also supported by **Lifelong Learning UK** and the **Creative and Cultural Sector Skills Council**.



Enabling managers to deliver better results

For further information about any of FPM's management development programmes, please contact:

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