

---

# INTERNATIONAL TRAINING PROGRAMME

## 2022 ANNUAL PROGRAMME



## INTERNATIONAL TRAINING PROGRAMME

ITP Annual Programme e-Learning

Session guidelines

Museum management

The British  
Museum

---

## Museum management

### Session guidelines

“A good manager is not a person who can do the work better than his men; he is a person who can get his men to do the work better than he can.” – Frederick W. Smith, CEO & Founder, FedEx

Museum management is defined as the action of ensuring the running of the museum’s activities – from the administration and finances to the care of the institutions staff, visitors and collections.

Good management has its origins in communication – communicating and sharing your goals to inspire and support your staff but you also need a good team around you and structures in place to take those goals, your missions, and successfully lead your institution.

In this session we will look at the governance structure at the British Museum; staff engagement through staff training and development; how the Museum raises its funds and how to manage projects.

### Governance at the British Museum

The last few years have been highly successful for the British Museum with national and global partnerships ensuring our projects and programmes being critical to how we work.

‘While the pandemic has made this an extraordinary year. It is still causing tremendous hardship and loss in the UK and globally. It has also witnessed outstanding commitment, dedication and the unifying of people across the world to face this adversity. As a museum that works with the world, we cannot review the year that has passed, much less look ahead, without acknowledging this situation’.

Hartwig Fischer, Director, British Museum

It is the ultimate responsibility of the Museum’s Board of Trustees and its Director to develop the strategy in a challenging economic environment to ensure future success and to maintain and develop the Museum’s reputation as a leading cultural institution in the UK and abroad.

## Objectives

- An overview of the history of the British Museum - how it is structured and why?
- We will share an overview of how the Museum is managed.
- We will look at the role of the Museum's Board of Trustees
- We will look at how the Trustees work the Director and the Senior Management team

## Staff training and development

Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being.

Enhancing performance through employee engagement is very important to the Museum. Engagement, going to the heart of the workplace relationship between employee and employer, can be a key to unlocking productivity and to transforming the working lives of many people for whom Monday morning is an especially low point of the week.

This session will look at the staff training and professional development requirements across the cultural sector. The role of the sector, worldwide, is of increasing importance economically, politically and socially so to ensure it maintains its position and relevance, it needs to develop, improve and evolve. The workforce is central to all aspects of the cultural heritage sector, and it must ensure that it is fully equipped in an ever-changing society to meet the new demands placed on it by the public it serves.

To enable us to look at these issues and brainstorm some possible 'futures' for those who work in the Museum sector we will hear from Fiona West, Training and Development Consultant at the British Museum. She will give an overview of the training and development opportunities the British Museum offers its staff and how training and development needs are assessed and delivered.

## Objectives

- An introduction to the BM's training department.
- Why is staff training and development important and what does the BM hope to achieve through these opportunities?
- How do you assess what staff – and the Museum – need?
- What does the Museum offer its staff re: training?
- What have been the challenges during COVID?

## Museum funding

Throughout its long history, the British Museum has benefited from the extraordinary generosity of individuals and organisations. Donations and legacies of £39.0 million were received during the year 2020/21), including donations and legacies received from individuals, trusts and foundations and gifts in kind. A further £3.1 million was received from other trading activities and £15.8 million from charitable activities.

The BM accepts gifts of national significance through a lieu scheme which encourages taxpayers to offer pre-eminent objects to the nation in payment of capital taxes.

### Private individuals and foundations

The Museum generates funds through donations from private individuals and foundations. Many organisations lend their support including the Patrons and the American Friends of the British Museum.

Recently the Museum designated a Fund for the Future to ensure that income from bequests will have a lasting impact. A number of bequests have been received that will enable the BM to continue the International Training Programme, which offers opportunities for curators and scholars from around the world and would not happen without generous donors.

And under a government scheme of accepting works of art in lieu of inheritance tax, the BM was allocated a rare drawing by 15th-century Florentine artist, Benozzo Gozzoli.

### Corporate sponsorships

Corporate sponsorship plays a major role in funding activities. For 22 years BP has supported numerous special exhibitions as title sponsor, most recently the successful Scythians: warriors of ancient Siberia in 2017 and Sunken cities: Egypt's lost worlds in 2016. There are many others that have assisted in supporting temporary exhibitions and permanent galleries.

### Membership, retail operations, International Engagement

Membership and retail operations also contribute vital funds income streams to the Museum as does International Engagement which runs the commercial aspects of international touring exhibitions, consultancy and training.

This diverse and integral workshop will be led by Tadas Khazanavicius, Head of International Philanthropy and will encompass every facet of fundraising and underpin the importance of raising funds for the institution.

## Objectives

- You will have the opportunity to learn more about the aims and objectives of the Museums fundraising team.
- You will hear about the challenges of fundraising in an increasingly competitive environment.
- You will learn more about how the team works with colleagues around the Museum.
- We will be able to give you hints and tips to help with your own funding challenges.
- You can find out more about the supporters of the ITP & the charities, trusts and individuals who have sponsored your attendance.

## Project management

Whether we realise it or not, project management has become a part of our lives. It is no longer restricted to managing complex tasks at work but also takes the shape of planning a birthday party at home or buying groceries from your task list.

However, managing projects tend to be a daunting task and a multi-faceted affair. It requires a deep level of understanding of project planning, scheduling, reporting, tracking, and the importance of project management.

This session aims to demonstrate how PRINCE2® Project Management training can be practically applied to project management in the cultural sector. PRINCE2® is a globally-recognised, tailorable, methodology that teaches the fundamental skills needed to be a successful project manager.

## Objectives

In this session you will become acquainted with a 'checklist' of project management standards and identifiers and be given time to consider how they apply to your organisation:

- The characteristics of project work
- Project team roles and layers of management
- A best practice structure
- An introduction to processes

## Course facilitators



### **Mark Bates, Head of Governance and Planning, Directorate**

I have been Head of Governance & Planning at the British Museum since 2008. I am responsible for the development of the Museum's operating plan and measuring performance whilst supporting the Director and British Museum Board of Trustees in the development of strategy. I am the Secretary to the Board of Trustees, and my department provides executive support to the Director and senior management team.

I joined the Museum from the UK Civil Service where I worked for 24 years in a number of roles in government departments responsible for culture and for social security. I was responsible for developing and implementing government policy in a variety of areas, including programmes to support disabled people, adult learning, urban regeneration and museums.



### **Fiona West, Training and Development Consultant**

I have been in charge of staff training and development at the British Museum since 2007. I am responsible for the development of the Museum's training programme; ensuring the delivery of development initiatives that are relevant to the work of our Museum staff. I am here to support their learning needs so that they have the skills and knowledge to fulfill their roles.

My ethos is that I believe training should be informative and enjoyable, undertaken in an environment of mutual trust and honesty where staff can safely practice new skills whilst testing their knowledge in an enjoyable and supportive environment.

My areas of specialism are in developing and delivering programmes that support learning in management and soft skills; providing coaching and mentoring for people and delivering psychometric testing for team development and recruitment.

My work also involves me being an active member of a network of training and HR specialists from across museum, gallery and cultural heritage and arts organisations. Meeting quarterly I provide guidance, or lead, on initiatives with colleagues from across the sector.

I am an accredited training professional; having obtained my CIPD Certificate in Training Practice. I have gone on to become Test User (Occupational Ability and Personality: BPS Level A and B) certified and am also qualified to deliver Belbin assessments. I am also an Associate of the CIPD and a member of the British Psychological Society (BPS).

Originally my background was in the Arts. I undertook a two-year Theatre Studies course (covering all aspects of theatrical work: acting, stage management, directing, etc.) before moving into BBC Radio and then working for a music company. Finally, I have also written for a number of publications over the years (e.g. *Personnel Today*, in relation to my training work, and *The Beat Goes On*; a music magazine specialising in music from the Sixties).

[fwest@britishmuseum.org](mailto:fwest@britishmuseum.org)

**Tadas Khazanavicius, Head of International Philanthropy,  
Development Department**

I am Head of International Philanthropy and have worked in the Museum's Development Department since 2010. Together with the Grants Team, which I oversee, we look after a portfolio of private and public funders who support a broad range of the Museum's activities. Included in this are both family and institutional trusts and foundations, statutory funders such as the National Lottery Heritage Fund and Arts Council England, the American Friends of the British Museum, as well as other funding sourcing including international bodies and government arms.



**Rebecca Horton, Programme Coordinator, City of London Police**

I am Programme Coordinator of the Fraud and Cyber Crime Reporting and Analysis Service, a national programme led by the City of London Police. Formerly I was a BM (British Museum) employee as Project Coordinator: Circulating Artefacts; Project Manager: International Touring Exhibitions and International Training Programme Coordinator.



My experience comprises of the development and delivery of international touring exhibitions, activities to sustain an international network of museum professionals and more recently digital products including databases. I am trained in PRINCE2® Project Management. I am passionate about working with subject matter experts to deliver services that enable organisations to make a difference.

... and as a former BM Coins and Medals Department Administrator and a Theology graduate will always have a soft spot for a good coin or pilgrim badge display!

[bex.horton@hotmail.co.uk](mailto:bex.horton@hotmail.co.uk)

## Course resources

The links below will provide you with more information on the theme of the session. Additional resources are provided with this session which aim to give you reading material that you may find useful – both now and in the future.

### Management Methodologies

360 survey: Tool for structured feedback on your leadership strengths and weaknesses  
<https://www.surveymonkey.com/mp/360-employee-feedback-survey-example/>

Strengths Finders: Gallup tools to assess your strengths and weaknesses  
<https://www.gallupstrengthscenter.com/home/en-us/strengthsfinder>

Book – Tom Rath, Strengthsfinder 2.0: A New and Upgraded Edition of the Online Test from Gallup’s Now Discover Your Strengths

Design Thinking for Museums: Methodologies for creative and audience-centred projects and programmes <https://designthinkingformuseums.net/> and <https://dschool.stanford.edu/resources/design-thinking-bootleg>

### Leadership development courses

ITP (UK): <https://bmitpglobalnetwork.org/>

Getty Leadership Institute and Next Gen courses (USA): <https://gli.cgu.edu/>

Centre for Curatorial Leadership (USA): <https://www.curatorialleadership.org/>

Clore Leadership Programme and Short Course (UK): <https://www.cloreleadership.org/>

### Decolonisation & cultural property

British Museum Act <https://www.britishmuseum.org/sites/default/files/2019-10/British-Museum-Act-1963.pdf>

MuseumNext article: <https://www.museumnext.com/article/what-does-it-mean-to-decolonize-a-museum/>

Sarr-Savoy report on African Cultural Heritage:  
[http://restitutionreport2018.com/sarr\\_savoy\\_en.pdf](http://restitutionreport2018.com/sarr_savoy_en.pdf)

Decolonize the Brooklyn Museum: <https://decolonizebrooklynmuseum.wordpress.com/>

Book – James Delbourgo, *Collecting the World: The Life and Curiosity of Hans Sloane*

Book – Amy Lonetree, *Decolonising Museums*

Twitter - #MuseumsAreNotNeutral

### **Inclusion**

Alisdair Hudson on “The Useful Museum” <https://vimeo.com/274701713>

MASS Action Toolkit, Museums for Social Change <https://www.museumaction.org/resources>

OF/BY/FOR ALL: An organisation that promotes museums and other institutions that are co-created with their audiences <https://www.ofbyforall.org/>

MeowWolf (<https://meowwolf.com/>), a new type of museum experience? House of Eternal Return, Meow Wolf Art Center, Santa Fe,” Curator: The Museum Journal, Volume 60 Number 3, July 2017, 367-377

Adam Gopnik “The Mindful Museum” (The New Yorker 2007)

<https://thewalrus.ca/the-mindful-museum/>

Who Includes Whom? Listening, Before (Story) Telling in Museums.

<https://icom.museum/en/news/who-includes-whom-listening-before-story-telling-in-museums/>

### **Fundraising**

Below are a few other sites which provide some free information for grant-making bodies:

<https://candid.org/>

[www.fundsnetsservices.com](http://www.fundsnetsservices.com)

[www.lambresearch.com](http://www.lambresearch.com)

You might consider looking for small contributions (such as appealing to local businesses for gifts-in-kind rather than direct funds for a project).

The following provide a good starting point for funding practice:

Directory of Social Change has quite a wide range of literature covering different fundraising techniques.

While a lot of the books focus on fundraising within the UK, there is a book called Worldwide Fundraiser’s Handbook which might be a good starting point for you and includes a range of case studies.

### **Project management**

An Introduction with links to further information

<https://www.apm.org.uk/resources/what-is-project-management/>

Vocabulary and templates

<https://www.projectmanager.com/blog/prince2-methodology>

<https://www.pmis-consulting.com/articles/>

Managing change

<https://prince2.wiki/theme/change/>

Appropriate documentation

<https://yourprojectmanager.com.au/7-core-project-documents-prince2-projects/>

Project Management blog – keeping up to date

<https://www.apm.org.uk/blog/#/>

Staff engagement

British Museum skill sharing programmes

[http://www.britishmuseum.org/about\\_us/skills-sharing.aspx](http://www.britishmuseum.org/about_us/skills-sharing.aspx)

National Museums Directors Council

<http://www.nationalmuseums.org.uk/what-we-do/sharing-skills-and-collections/sharing-skills-and-knowledge/>

Museums Association

<http://www.museumsassociation.org/home>

Q&A

At the end of a session, if you have any questions or need any further clarification on an issue or topic discussed, please e-mail the ITP team at [itp@britishmuseum.org](mailto:itp@britishmuseum.org) and we will do our best to provide you with the additional information you need.