

PROFESSIONAL DEVELOPMENT

The most effective way for senior level professionals to develop their leadership and management skills is to participate in a roundtable of peers over a sustained period of time under the guidance of a skilled facilitator.

To qualify for the Roundtable for Senior Museum Professionals, prospective members must:

- Report directly to the Executive Director/CEO
- Have direct authority over one or more major functions in the organization
- Supervise other employees
- Take responsibility for the success of the whole organization, not just their own area.

WHY IS THIS ROUNDTABLE IMPORTANT?

Senior professionals play a crucial leadership and management role within their museums. They serve as a bridge between the executive director and board of trustees, who are responsible for setting direction and making major decisions, and the staff, who are responsible for getting the work done. They know more than the director and board about what really happens, day to day, in the museum. They have important information and a perspective that can help the director and board make wise decisions. At the same time, they can help the staff understand the rationale and implications of those decisions.

Thus, to be truly effective, an organization needs strong senior leaders. Many people rise to these positions in museums without formal leadership and management training. They have learned on the job as they have moved up, doing less of the work that first brought them into the profession, and spending more time supervising others and participating in management meetings.

Real improvement as a manager and leader comes not by taking an occasional workshop, but through the application of various concepts and tools, and evaluation of the results. Museums are complex organizations. No single management approach will work for all museums, in all situations. The Roundtable exposes senior professionals to a wide range of leadership concepts and proven management techniques, and provides sustained support as members apply the techniques in their organizations.

FEATURES

Members have opportunities to develop their leadership and management skills through:

- Two annual overnight retreats, in the Fall and Spring in Baltimore
- Bi-monthly phone conferences
- Email exchanges with other members
- Unlimited one-on-one telephone consultation with John or Anita
- Free copies of Qm² workbooks on topics such as *Strategic Budgeting* and *Leadership Team Development*
- A complimentary copy of *The Deputy's Handbook: Guidance for Those Who Hold the Number Two Position in Nonprofit Organizations*.

TOPICS

The Roundtable addresses a wide range of topics, including:

- Building a strong relationship with the Executive Director
- Creating an organizational culture that enables staff to do their best work and provide the best service to the public
- Evaluating and improving staff performance
- Enabling staff to be both innovative and disciplined, developing new programs and services that meet mission and generate revenue
- Developing a strong senior management team that resolves issues and makes wise decisions
- Improving communication vertically and horizontally throughout the organization
- Strengthening team work and coordination across organizational boundaries
- Converting strategic plans into effective action through work plans, budgeting, and accountability.

HOW THE ROUNDTABLE WORKS

Occasional meetings of senior leaders will not lead to new perspectives and practical solutions to real problems. A roundtable must be designed and managed with care, to enable members to build trusting relationships, and to bring “out of the box” thinking to the group. This requires skilled facilitation. Without careful steering, the group will lose its energy and direction. Either it will wither, as members lose interest, or it will evolve into a pleasant, but not very effective social gathering.

John Durel is an organizational consultant with more than 30 years experience in the museum profession. He brings to the roundtable extensive knowledge of the issues and challenges faced by museums, combined with a keen understanding of how people and organizations function.

Anita Nowery Durel has more than thirty years fundraising experience, working with a broad range of institutions, including museums and cultural, educational, youth and health organizations. She brings to the roundtable insights on how to integrate fund development into the work of the entire organization.

HOW YOU CAN JOIN

If you hold a position in your museum as described above, you can get more information and apply by emailing John Durel at johndurel@qm2.org or Anita Durel at anitadurel@qm2.org.

This opportunity may be for you, if you are...

- Willing to be stretched and challenged.
- Committed to improving your performance and the quality of your life.
- Open to learning and unlearning.