

ICOM SPECIAL PROJECT

**museum  
watch  
governance  
management  
project**

**managerial  
grid**

**ICOM** international  
council  
of museums

**ICOM**

PROJECT PARTNERS /// 2021 - 2022

**M INTERCOM** ICOM  
international  
committee for museum  
management

**CIMAM**

**ICOM** international  
council  
of museums  
Poland

**ICOM** international  
council  
of museums  
South East Europe



# KEY VALUE FOR MANAGEMENT: PROFESSIONAL INTEGRITY AND EXCELLENCE

## HOW TO DEFINE A SET OF TOOLS TO HELP MUSEUMS?

A useful set of tools should help:

1. museum's working conditions
2. operational procedures
3. implementation of transparent and responsible governance
4. increase professional excellence



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# CAN PUBLIC MONEY BE USED FOR LOCAL POLITICAL AGENDA?

THERE IS NO STANDARD ON EUROPEAN LEVEL

- A valuable CIMAM experience with Museum Watch programme was used as an example that governance should be watched in order to bring improvements
- Monitoring the situation in museums can be helpful
- Why are museums so interesting for politics: Cultural institutions are excellent and free of charge promotion so they are a target because they attract attention of the media
- It is difficult for individual institutions to confront the authorities. Being critical may influence your finances and next appointment of the director.
- The project aim is to suggest a model for joint support on international level.
- A grid format is proposed to pinpoint main issues

# A CODE OF GOOD PRACTICE FOR POLITICIANS

IS THERE A POSSIBILITY TO INFLUENCE DECISION-MAKERS  
BY CREATING CERTAIN RULES / CODES?

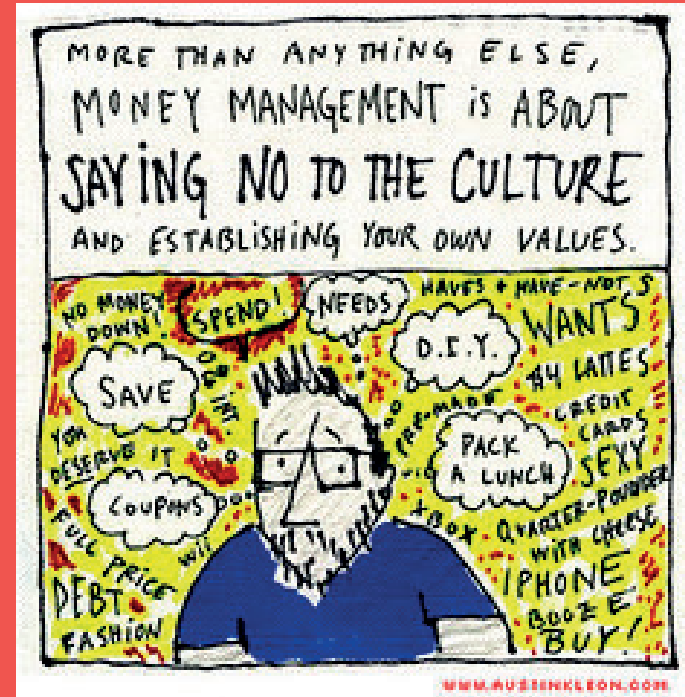
HOW TO ENSURE THAT SUCH A CODE IS ACCEPTED BY AUTHORITIES?

Can museum leaders make:

- Good practice manual for founders
- International ranking of institutions' autonomy
- Responsibility and decision autonomy format
- Transparent governing rules to support dignity of museum institutions

# creating managerial grid

BASED ON  
PROJECT RESEARCH



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The project's main objective is to develop a useful toolkit for all museum professionals involved and/or interested in governance and management.



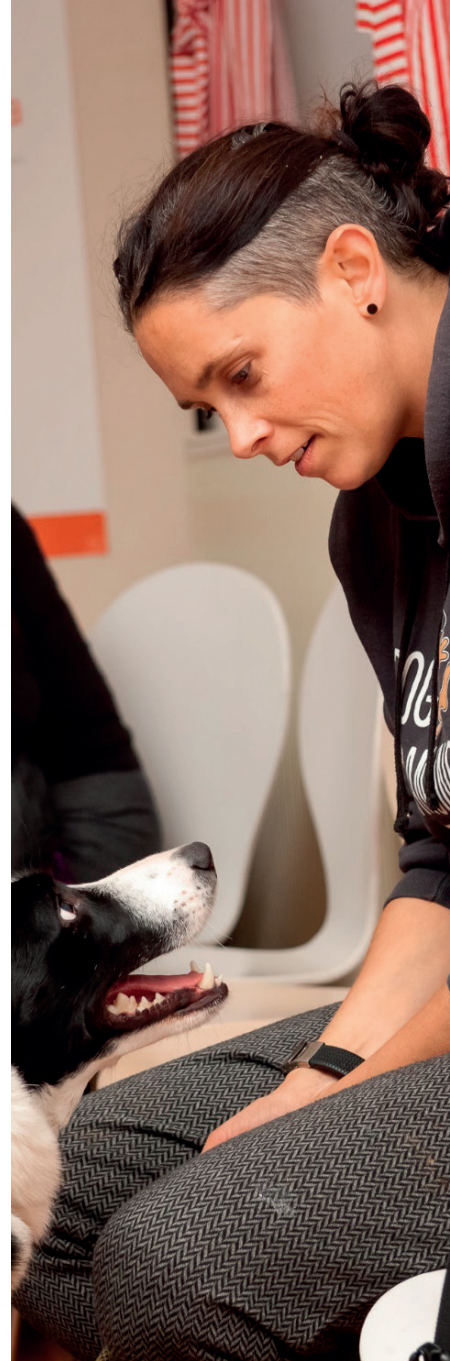


# PROJECT GOALS

WHAT DO WE „WATCH”?

WHAT IS THE PURPOSE OF THE RESEARCH?

The project should detect what are the priorities for museum survival in times of crises and how to help museums engage the stakeholders to support the institution.





# PROPOSED OUTCOMES

- a documented trajectory with intermediary conclusions presented in the expert report
- an augmented grid of major questions, that need to be addressed immediately if governance is to be sustainable even if the components change rapidly
- an applicable methodology for future workshops discussions
- promotion of key ICOM values of integrity, professionalism and ethical conduct



# SURVEY EXTRACT

ONLINE SURVEY WAS CONDUCTED  
IN THE REGION OF SOUTH-EAST AND CENTRAL EUROPE

FOCUS GROUPS WERE INTERVIEWED

## IDENTIFIED CHALLENGES AND RESEARCH QUESTIONS

**Political pressure on museum  
management is increasing**

- External and internal laws and rules
- Capacity of decision – making bodies
- Ethical approach
- How to improve the situation – individual reflection

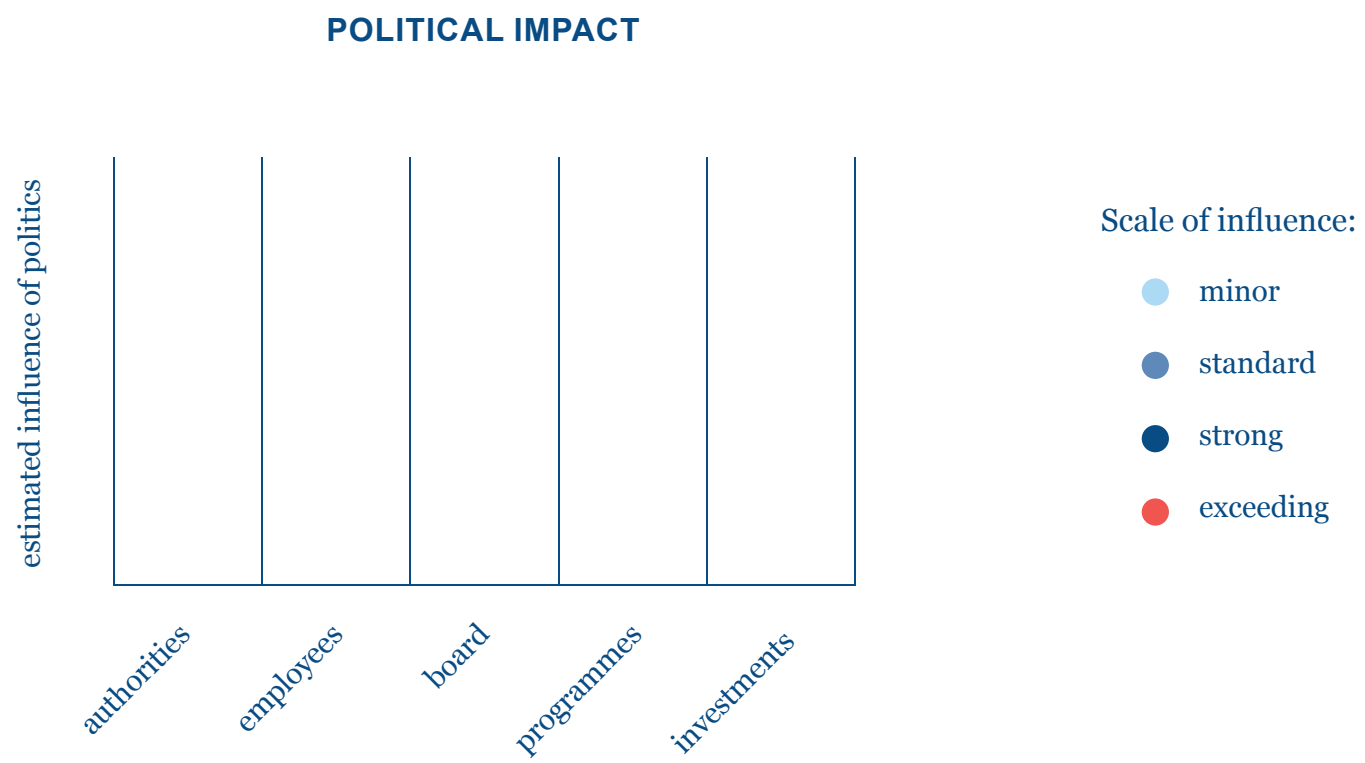
## TRAJECTORY

**FINDING NEW WAYS – how to  
access political influence and find  
proper balance between museum  
management and political authorities?**

- Increased professional independence
- Change of attitudes of key stakeholders
- More efficient support to museums so they can fulfill their mission
- More flexible working environment for museums

# MEASURING POLITICAL INFLUENCE

## TOOL TO ACCESS THE INFLUENCE ON BASIC MUSEUM WORK



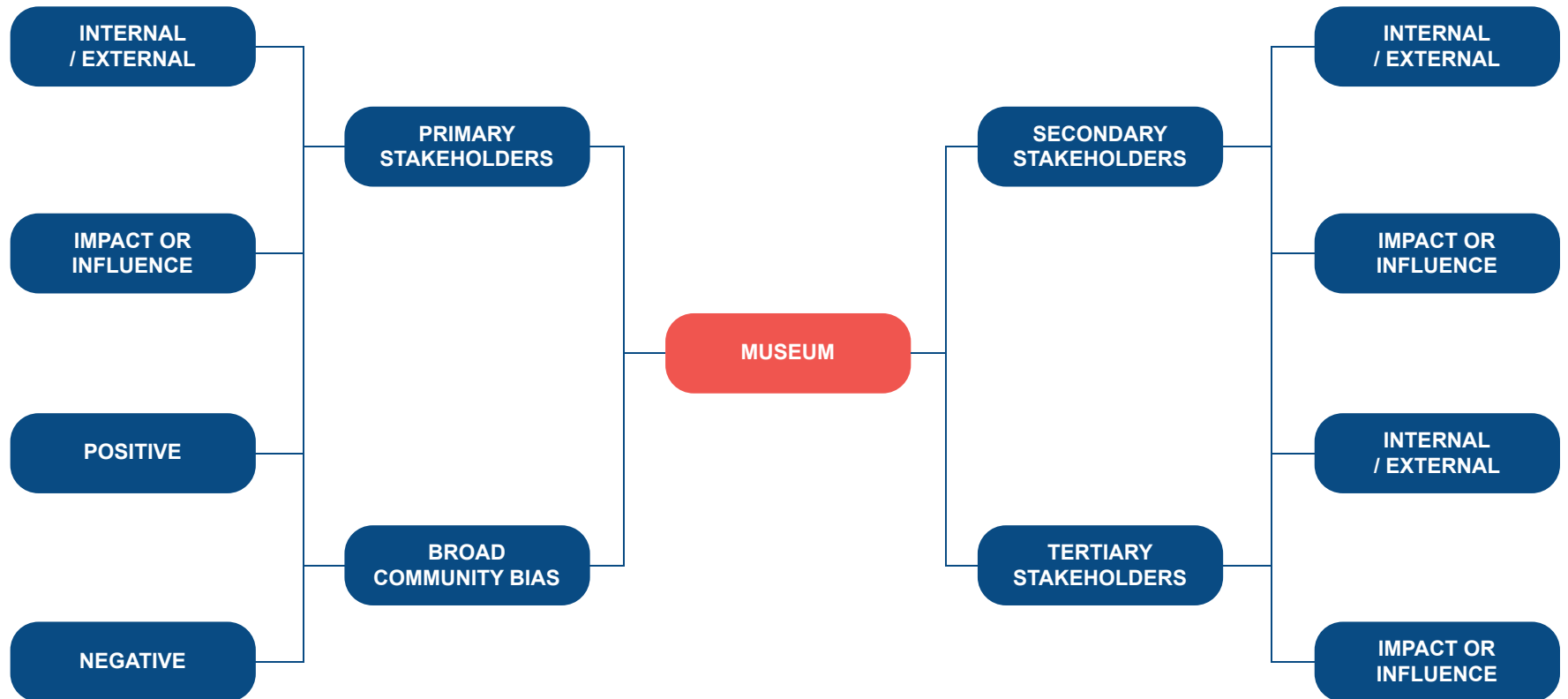
# SIMPLE MANAGERIAL GRID

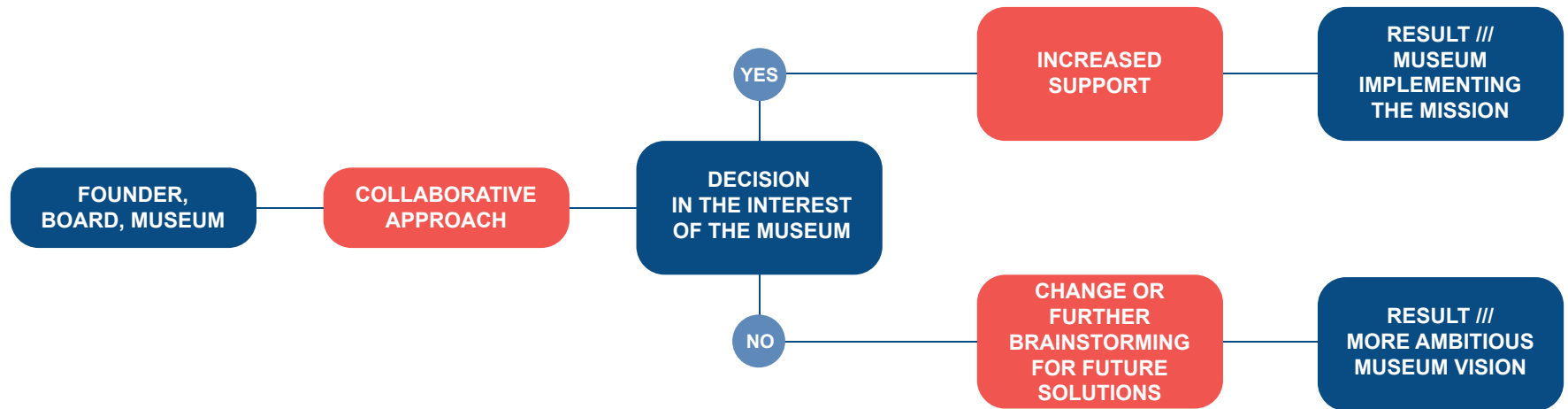
CHECK POINTS FOR INDIVIDUAL MUSEUM ASSESMENT – MUSEUMS CAN IDENTIFY THE HOW BALANCED ARE THE ELEMENTS IN THE GRID

	MISSION	ETHICS	TRANSPARENCY	RESPONSIBILITY	ACCOUNTABILITY	MUSEUM COMMUNITY
LEGAL FRAMEWORK						
MANAGEMENT STRUCTURE						
EMPLOYMENT						
FINANCING						
STAKEHOLDERS						



IDENTIFY THE ORGANISATIONS, INSTITUTIONS AND INDIVIDUALS WHO INFLUENCE YOUR MUSEUM WORK – FOUNDERS, PARTNERS, AUTHORITIES, COMPETITION, ...





# WHAT IS IMPORTANT FOR A DIRECTOR'S APPOINTMENT?

## THE COMPETENCE GRID

SPECIFIC  
PROFESSIONAL  
BACKGROUND

MUSEUM  
EXPERIENCE

SCIENTIFIC  
EXCELLENCE

MANAGERIAL  
AND  
LEADERSHIP  
SKILLS

ADDITIONAL  
KNOWLEDGE  
(FINANCES,  
PROJECT  
MANAGEMENT,  
ADMINISTRATION)

PROFESSIONAL  
EXCELLENCE  
IS OUR MAIN GOAL

