



# Museum Management Tune Up

Trevor Jones

Director, Museum Collections &  
Exhibitions at the Kentucky  
Historical Society

Linnea Grim

Hunter J. Smith Director of Education  
& Visitor Programs at Monticello



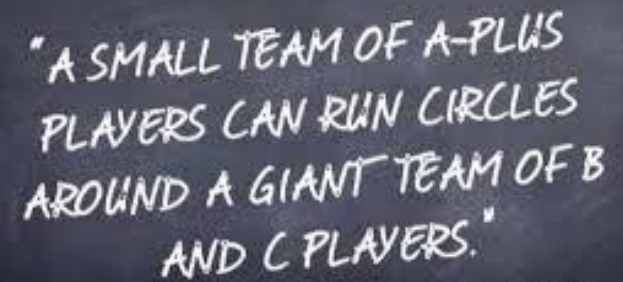
# Session goals

- **KNOW:** Where I can improve my knowledge level as a manager in four areas
- **DO:** Take home one or two effective behaviors I will implement right now
- **FEEEL:** I'm motivated to be a better manager and committed to improving

# A caveat ...

- Management skills can't replace staff members who have the right talents and training for their jobs

HIRE  
WISELY



"A SMALL TEAM OF A-PLUS  
PLAYERS CAN RUN CIRCLES  
AROUND A GIANT TEAM OF B  
AND C PLAYERS."

-STEVE JOBS



# General Check-in:

- How many of you are currently managing employees?
- How many people do you manage?
- How many of you are evaluated on your management skills?



# Time Management Check-in

- Do you find yourself completing tasks at the last minute, or asking for extensions?
- Do you complete easy tasks first so you can feel that you've done something with your day?
- Does your "to do" list have a number of things on it that just never get done?
- Do you believe you could get all the work done before you leave for the day if you just had a little more time?

Time Management is a lie

You can't manage time

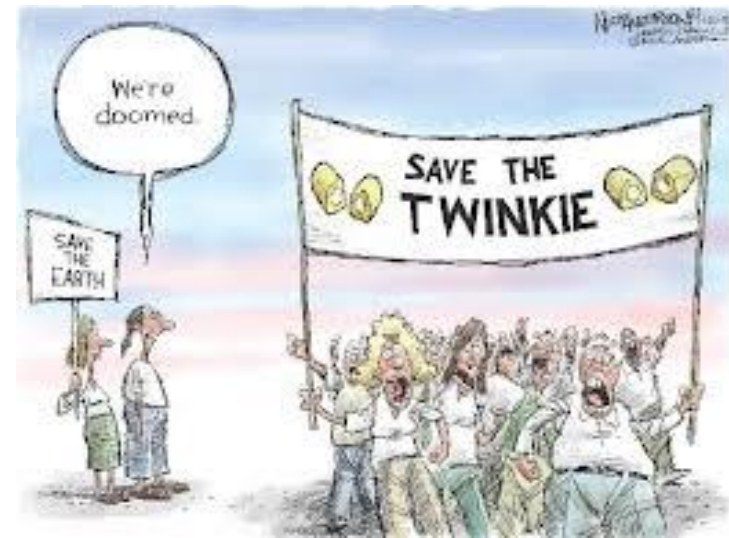
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"I'd like to schedule a time-management seminar on my calendar...as soon as I can find time to buy a calendar!"

# You can only manage priorities

- Your top priorities are the harder tasks!
- Smaller things look urgent
- We like to cross things off our lists
- They are paying you to think about the big stuff
- **There's more work than you can possibly do**





# Manage priorities using your calendar

- Make appointments for your priorities
- Schedule two weeks out
- Schedule time in morning
- Schedule 1.5 hours
- Close your door!





# Effectively manage priorities using a list

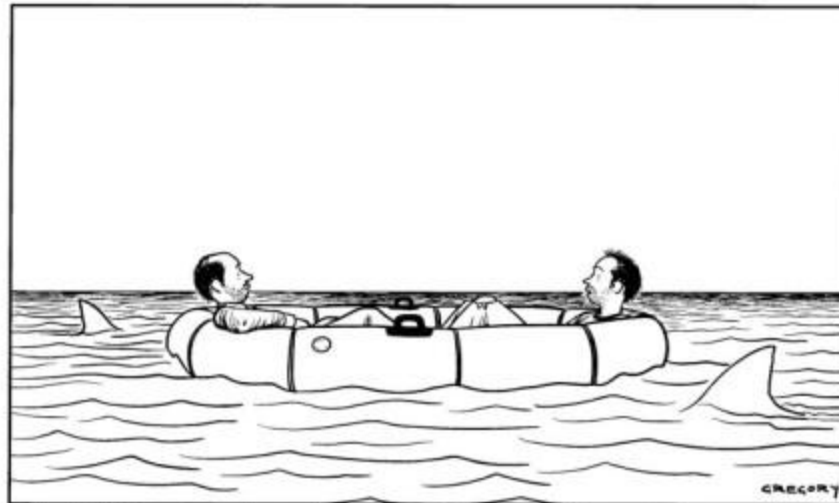
- Put three things at the top
- Do them before you leave for the day

## Tips:

- Touch emails only once – Do it, Delay it, Delegate it or Delete it.
- Read Getting Things Done

# Work Doesn't Love You

- But your family does!
- Schedule time for family and friends
- Remember Parkinson's law



*"If only I'd thought to take my damn phone with me, I could be getting some work done."*



# What can you do *now*?

- Take 15 minutes to schedule a time on your calendar to deal with at least ONE priority.
- If you don't know what your priorities are, schedule time on your calendar to figure it out!

# Work Relationships



*"You know what I think, folks? Improving technology isn't important. Increased profits aren't important. What's important is to be warm, decent human beings."*



# Work Relationships Check-in:

- Do you know the names of all the most important people / animals (children/grand children/pets) to in your direct reports' lives?
- Do you turn to your significant other or good friend and complain about a particular co-worker / boss / direct report more than 2 times per week?
- Have you taken part in and understand the value of assessments such as the Myers-Briggs Type Indicator (MBTI) or the DiSC profile?



# Improving Work Relationship with Direct Reports

- One on Ones may change your life
- Good organizations function with trust and trust is built based on communication
- Quantity and quality matter

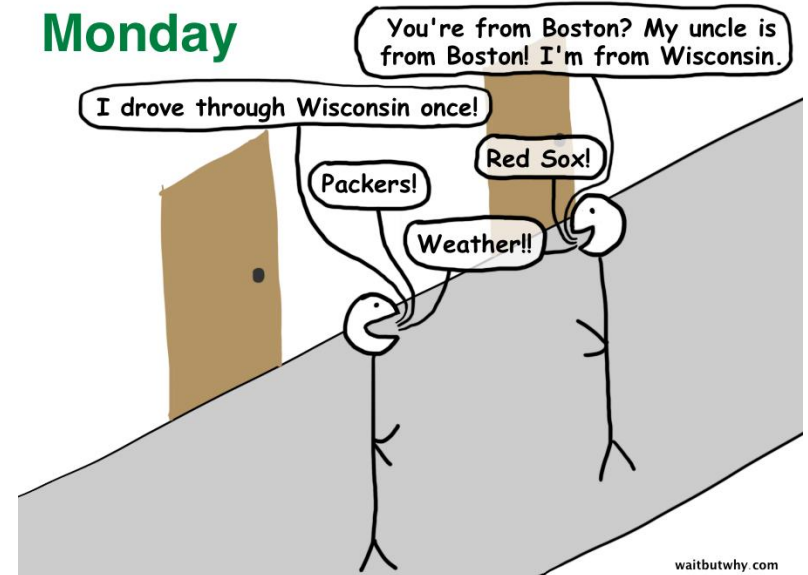


# What the heck is a one on one?

- Regularly scheduled 30 minute meetings (once a week is good)
- Never missed (well, almost never)
- Focus is on the team member
- Notes and follow up are critical
- 10 minutes for them, 10 for you, 10 for growth

# Improving relationships with co-workers

- Get to know the people you work with and what's really important to them. Start regular coffees or formal or informal times to talk.





# Improving Work Relationships

- Complete and understand the utility of a personality assessment such as the Myers-Briggs Type Indicator (MBTI) or DiSC.



"Oh, just thinking up new ways to avoid everyone I work with. And you?"

# Improving Relationships

- Assume the best of intentions. The person driving you crazy probably doesn't have a clue that he/she is doing so.

- *YOU* are also driving someone crazy.



"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."



# What can you do *now*?

- Make a priority – Put it on your calendar and stick to it. Listen to the Manager Tools podcasts about one on one meetings (three 45-minute blocks) - <http://www.manager-tools.com/manager-tools-basics>

# Communication



"What if, and I know this sounds kooky,  
we communicated with the employees."



# Communication Check-in

- When people talk to me, I listen closely and try to see their perspectives
- I have meaningful conversations with my direct reports. I work to understand what motivates them.
- When I communicate a new idea, I do it once. Because once is enough.
- I'm surprised to find that people haven't understood what I've said.



# Communication is .... what the listener does

- A coworker didn't understand your exhibit proposal
- No one adopted your new procedure
- You failed to convince a donor to support a project

# Beware Lightweight Communication

Everyone's in constant contact, but are we saying anything?





# Over Communicate

- Repeat the message until people make fun of you for it
- Use multiple communication channels
- Silence is your friend
- Provide venues for honest discussion



# Meetings are Mostly Awful

“Bad meetings are the birthplace of unhealthy organizations, and good meetings are the origin of cohesion, clarity, and communication” – Patrick Lencioni

Are you lonely?

Tired of working on your own?  
Do you hate making decisions?

**HOLD A MEETING!**

*You can –*

- See people
- Show charts
- Feel important
- Point with a stick
- Eat donuts
- Impress your colleagues

All on company time!



**MEETINGS**

THE PRACTICAL ALTERNATIVE TO WORK

# Use an Agenda!

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"OK, now that we all agree, let's all go back to our desks and discuss why this won't work."



# What can you do *now*?

- Write out an agenda and share it **BEFORE** your next meeting
  
- Go and share a message that you've already shared. Then do it again.

# Employee Assessment & Reviews



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# Employee Assessment Check-in:

- Have performance assessments that you have given employees resulted in more effective behaviors more often than not?
- Have performance appraisals given to you frequently motivated you to improve?

# Consistent feedback = motivation and change





# Common Elements of Feedback Models

- Focus on behaviors, not adjectives.



# Common Elements of Feedback Models

- Ask person for input; work together.



# Common Elements of Feedback Models

- Once is never enough. People need to hear the same feedback multiple times in a safe environment to make a change.





# Common Elements of Feedback Models

- Follow up is key.



# Formal Warning Processes

- Have a system and let employees know about it.
- Headline is important. “Final Warning Notice” will get attention... usually.
- Helps with clarity.



# Annual Reviews

## “Why are we doing these?”

- Debate exists about effectiveness
- Good annual appraisals can
  - Re-enforce feedback
  - Help set and communicate the priorities of the organization

# Annual Reviews: Surprise Feedback!

Ryppie





# Annual Assessments

- Commit to the discipline it requires to complete reviews effectively and on time.
- Consistency is important.



# What can you do *now*?

- Think of an adjective you use to describe a behavior someone who is driving you crazy at work, e.g. lazy, rude, mean, unambitious, etc...
- Take a minute to identify the behaviors that person does that leads you to your conclusion
- Then list the negative consequence(s) of the behavior



# Wrapping up:

## Find a management “gym buddy”

- Write down the name of someone who could hold you accountable and two or three things you want to be held accountable for and a deadline.
- Call or email them and let them know what you’re trying.
- If you’re brave, type it in now and tell us!





# Time Management Resources

- Getting Things Done (even if you don't read the book, visit this site! <http://gettingthingsdone.com/>)
- Mind Tools – lots of resources for time management: [http://www.mindtools.com/pages/main/newMN\\_HTE.htm](http://www.mindtools.com/pages/main/newMN_HTE.htm)
- Stress and Time Management tips from managementhelp.com: <http://managementhelp.org/personalproductivity/time-stress-management.htm>



# Work Relationships Resources

- The Five Dysfunctions of a Team, A Leadership Fable by Patrick Lencioni
- One on Ones from Manager Tools: <http://www.manager-tools.com/manager-tools-basics>.
- Myers-Briggs Type Indicator: <http://www.myersbriggs.org/>
- DiSC Profile: <https://www.discprofile.com/>

# Communication Resources

## Communication:

- Models of the Communication Process:  
<http://davis.foulger.info/research/unifiedModelOfCommunication.htm>
- Why Leaders Should Reiterate What's Important:  
<http://99u.com/articles/7254/why-leaders-should-constantly-reiterate-whats-important>

## Meetings:

- Patrick Lencioni. Death By Meeting: A Leadership Fable about solving the most Painful Problem in Business. Jossey-Bass, 2004.
- Manager Tools Documents: [https://www.manager-tools.com/docs/Effective\\_Meetings.pdf](https://www.manager-tools.com/docs/Effective_Meetings.pdf)
- Barbara Streibel, Roger A. Formisano . *The Manager's Guide to Effective Meetings*. McGraw Hill, 2002.
- Managing from the Middle: <http://chronicle.com/article/Managing-From-the-Middle/45845>

# Employee Assessment Resources

- Feedback Model from Manager Tools:  
<http://www.manager-tools.com/manager-tools-basics>.
- For debate on effectiveness of annual appraisals, see:
  - <http://www.forbes.com/sites/lisaquast/2013/01/21/how-to-make-performance-reviews-relevant/>
  - <http://fortune.com/2012/06/27/are-annual-performance-reviews-necessary/>
  - [http://boss.blogs.nytimes.com/2014/01/24/10-reasons-performance-reviews-dont-work/?\\_php=true&\\_type=blogs&\\_r=0](http://boss.blogs.nytimes.com/2014/01/24/10-reasons-performance-reviews-dont-work/?_php=true&_type=blogs&_r=0)