



AMERICAN ALLIANCE OF MUSEUMS ANNUAL MEETING 2014

Is Planning Giving You the Creeps?

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AAM Core Document: Strategic Institutional Plan



1. Current (up to date)
2. Approved by the governing authority
3. Aligned with current mission
4. Articulates a big-picture vision as well as operational tactics to achieve the vision
5. Covers all relevant areas of museum operations
6. Includes:
 - Goals (what the museum wants to achieve)
 - Action steps
 - Assignment of responsibility
 - Assessment of resources (human and financial)
 - How the institution will obtain these resources
 - Timeline for implementation
 - Priorities
 - Evaluation mechanisms and measures of success



Get from A to B

- Achieve goals
- Accomplish projects
- Make a difference

Organizational Sustainability

- Longterm success and impact
- Builds capacity
- Engages supporters





Funders and Donors

- Government
 - ~~General operating support~~
- Foundations
 - 55% program support
 - 29% general support
 - Broadening assessment tools
- Individuals
 - 75% of all giving

So why do
they fail?





1. Adopt a Meaningful Purpose & Vision

1. One future
2. Description of what success looks like
3. Hopeful and inspirational
4. The “ends”



Too Much Wandering

1. Wishful thinking
2. All destinations are equal
3. Just about survival
4. The “means” or “ends”?

Mission Statements Needed but Needful

- Unclear or ignored by most board and staff members
- Little to no influence on day-to-day activities
- Empty public relations gesture that provokes cynicism
- Gaining consensus on a meaningful mission statement is very difficult; typically results in statement that is least offensive

Mission Statement Quality Affects Performance

“Looking at the Value of Mission Statements: A Meta-Analysis of 20 Years of Research”
by Sebastian Desmidt, Anita Prinzie, and Adeliën Decramer in *Management Decision* 49 (2011)

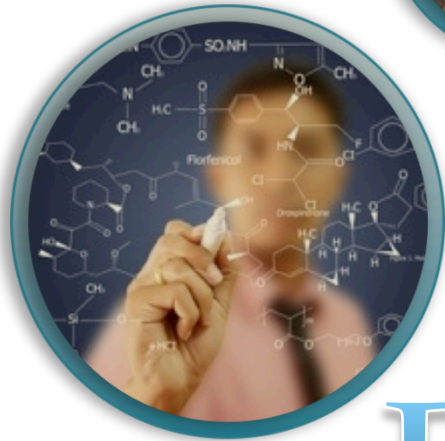
- Defines purpose
- Identifies values and beliefs
- Recognizes unique identity, strength, or distinctive competence
- Focuses on audiences served and the means to satisfy them
- Short
- Crafted by diverse stakeholders (e.g., board, staff, volunteers, members)



Know



Feel

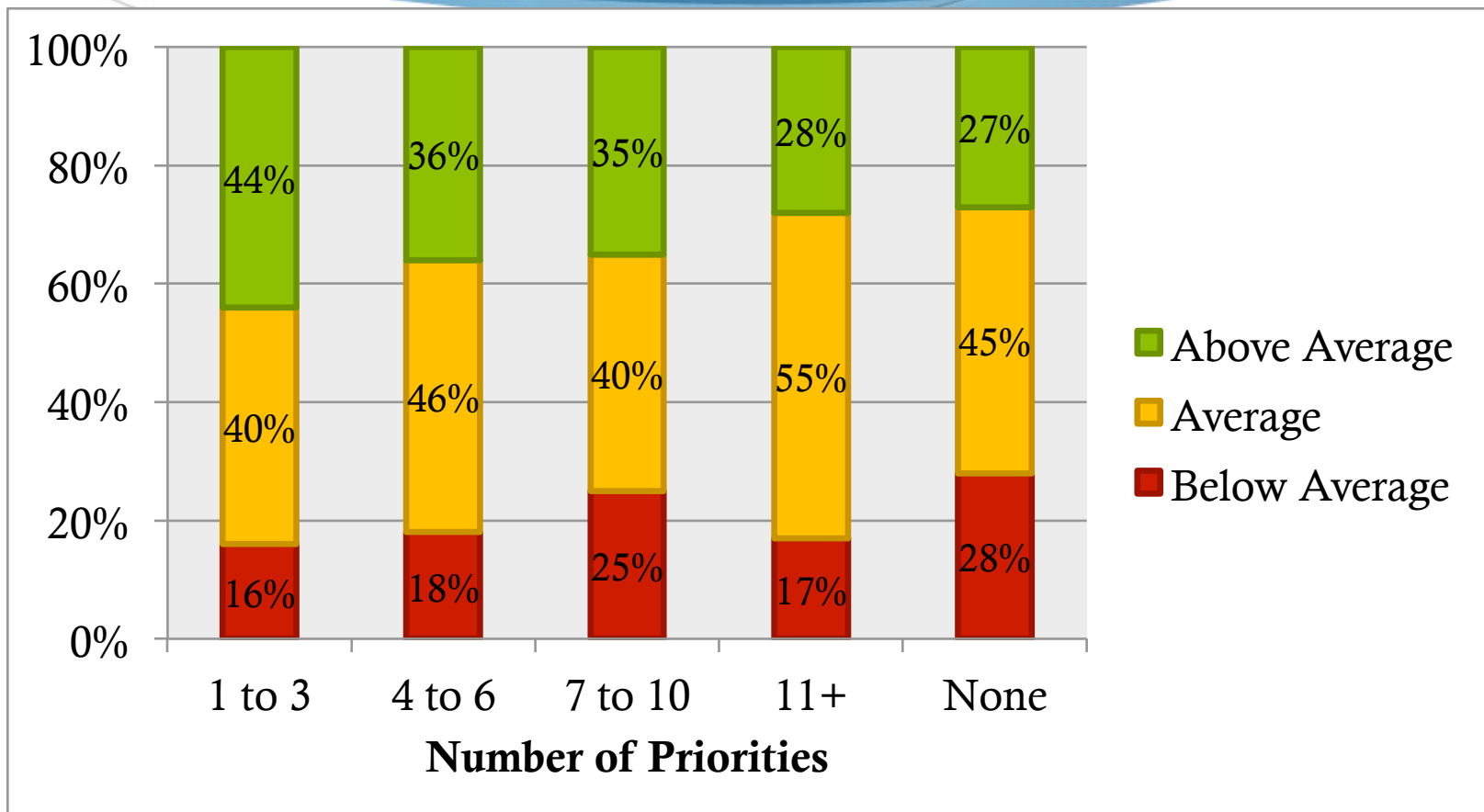


Do

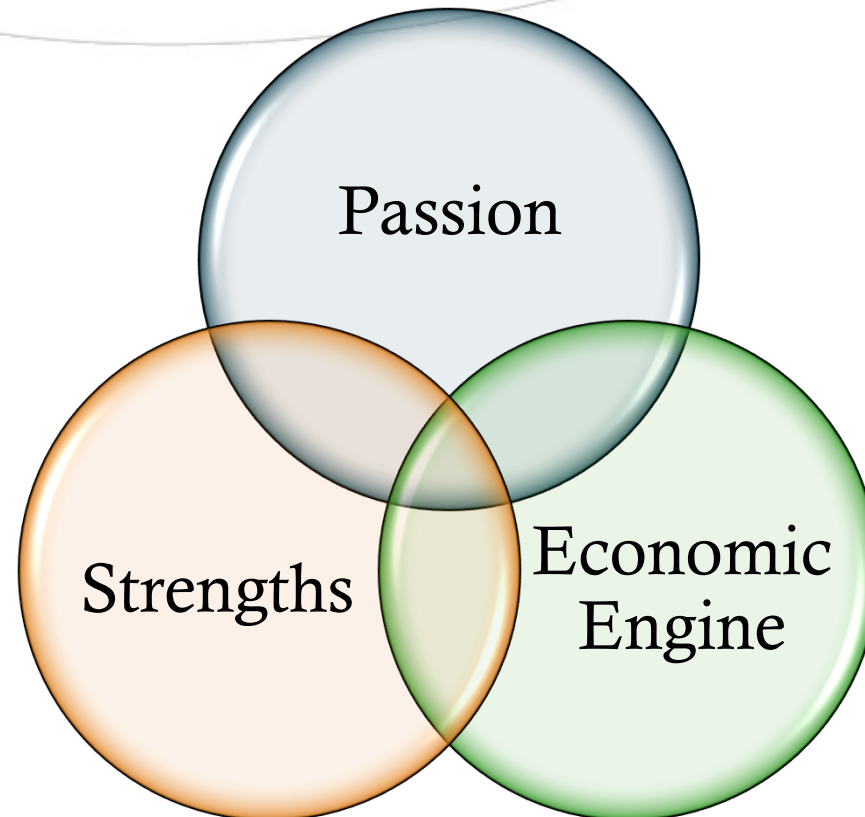


2. Choose a Few Priorities





Revenue Growth vs. Company-wide Priorities



Jim Collins' "Culture of Discipline" Hedgehog Concept



Double Bottom-Line

Mission and Impact	High		
	Low		
		Low	High

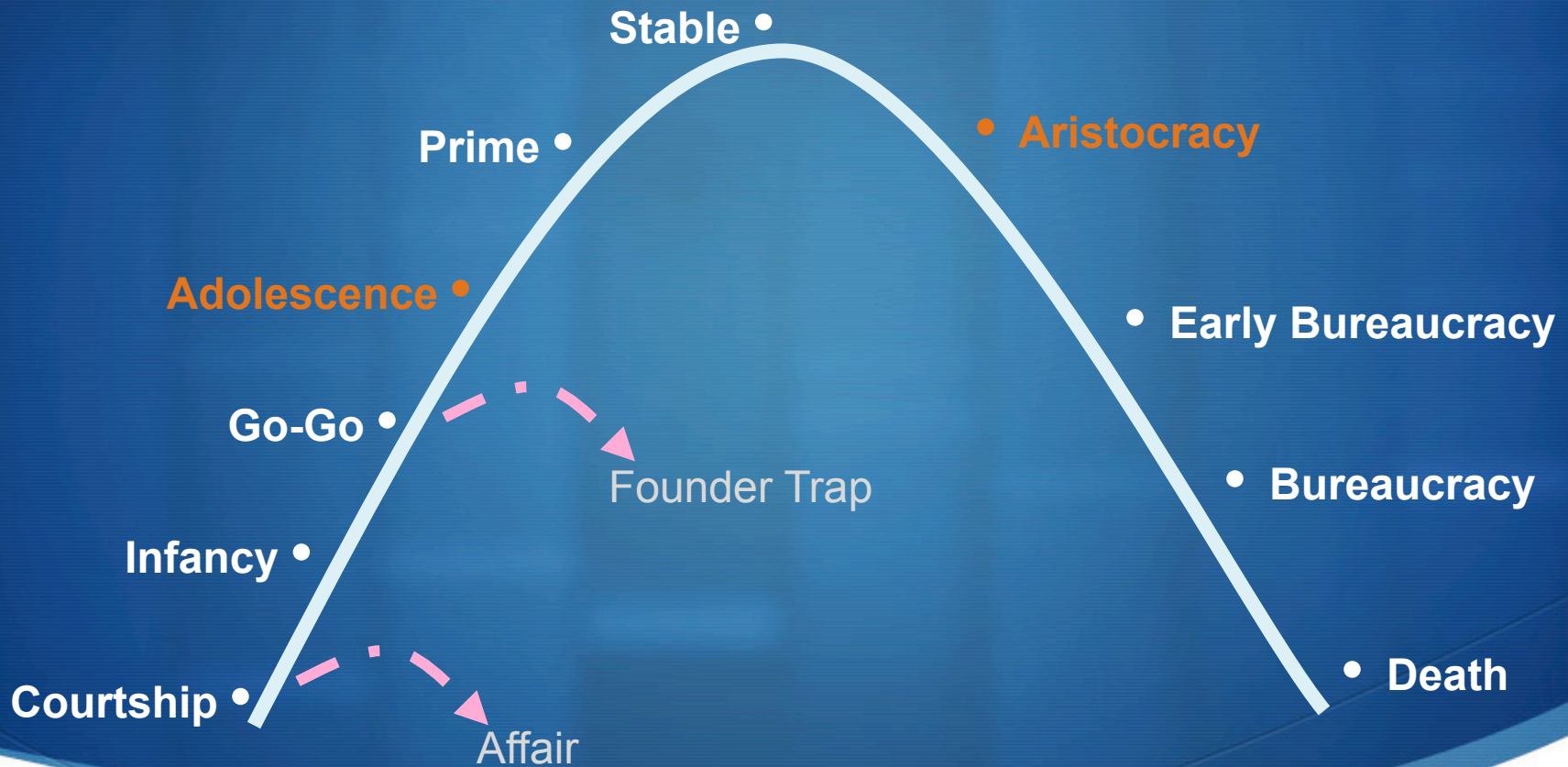
Financial Sustainability



3. Scale Plans to Capacity



Adizes' Organizational Lifecycles

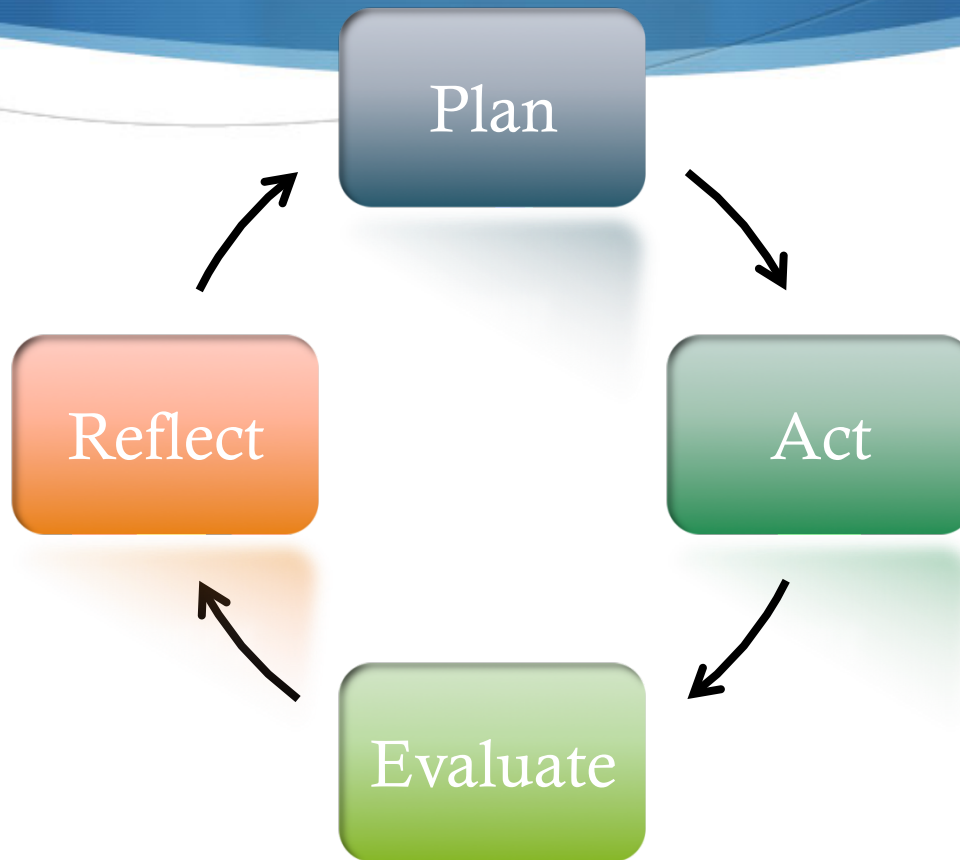


4. Treat Planning as a Process, not as a Product



Holistic Intentionality

Available free at RandiKorn.com under *Resources*



Building Momentum



Developing the Right Plan for your Museum

1. *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About it* by Ichak Adizes (1988).
2. *Good to Great and the Social Sectors* by Jim Collins (2005).
3. *Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenue and Resources* by Neil Kotler and Philip Kotler (1998).
4. *Running Lean: Iterate from Plan A to a Plan that Works* by Ash Maurya (2012).
5. *Starting Right: A Basic Guide to Museum Planning, Third Edition* by Gerald George (2012).
6. *Strategic Planning for Nonprofit Organizations, Second Edition* by Michael Allison and Jude Kaye (2005).
7. *Strategy Safari, Second Edition* by Henry Mintzberg et al (2009).
8. *The Five Most Important Questions You Will Ever Ask About Your Organization* by Peter Drucker (2008).
9. *The One Page Business Plan for Non-Profit Organizations* by Jim Horan (2007).

EngagingPlaces.net

HOME

BEST PRACTICES

HOT TOPICS

CURRENT ACTIVITIES

PROJECTS

CLIENTS

ABOUT US



Engaging Places LLC

A design and strategy firm that connects people to historic places

Million Dollar Salaries at America's Biggest Museums

ENGAGING PLACES IS ABOUT



AMERICAN ALLIANCE OF MUSEUMS ANNUAL MEETING 2014

Thanks!

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Engaging Places LLC