



# Leadership

*Management is doing things right; **Leadership** is doing the right things. –Peter Drucker*

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MUSEUM LEADER  
DEVELOPMENT



ASSESSING POLITICS

REFRAMING ISSUES

FOSTERING COLLABORATION

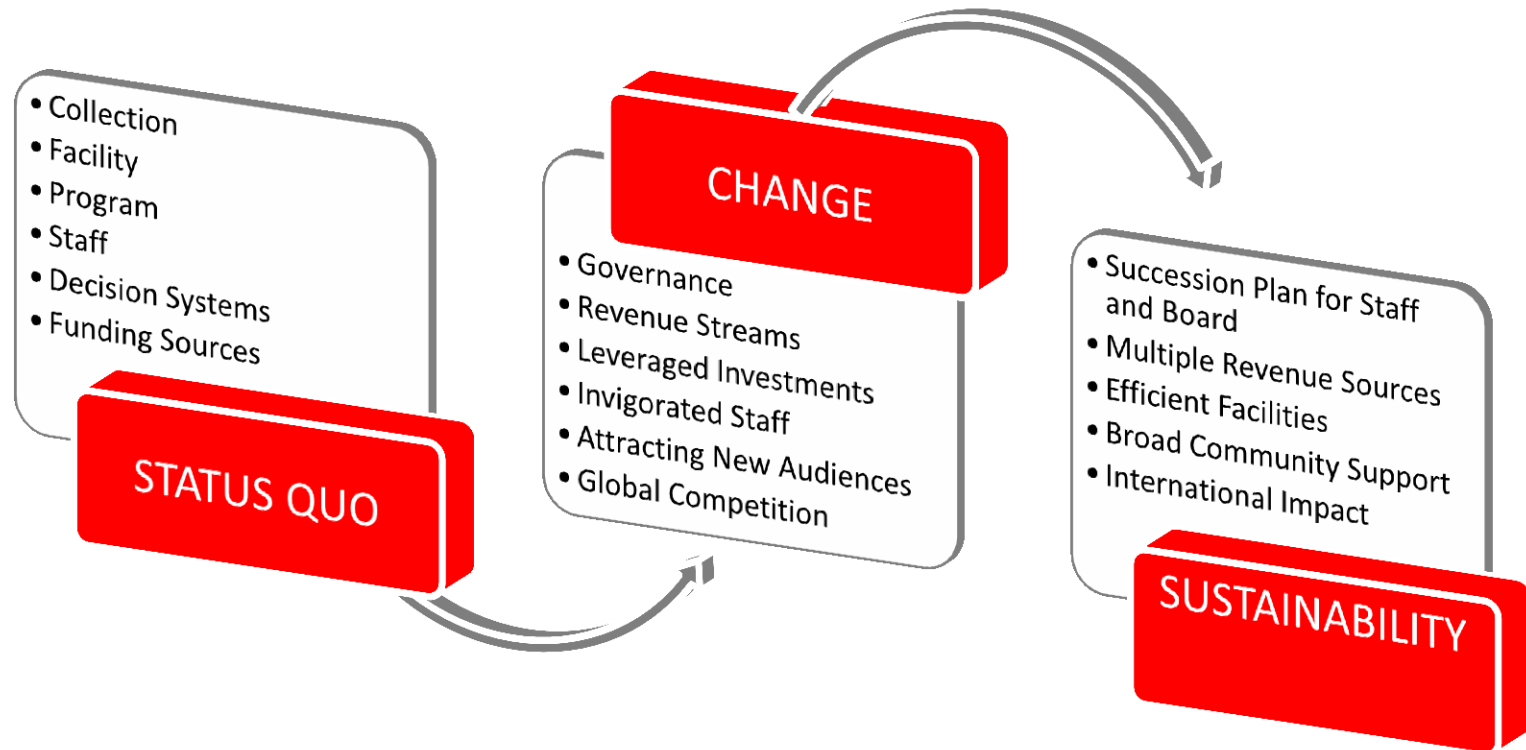
HOLDING COURSE (and then changing it when  
the conditions call for it)

# SHIFTING LEADERSHIP APPROACH

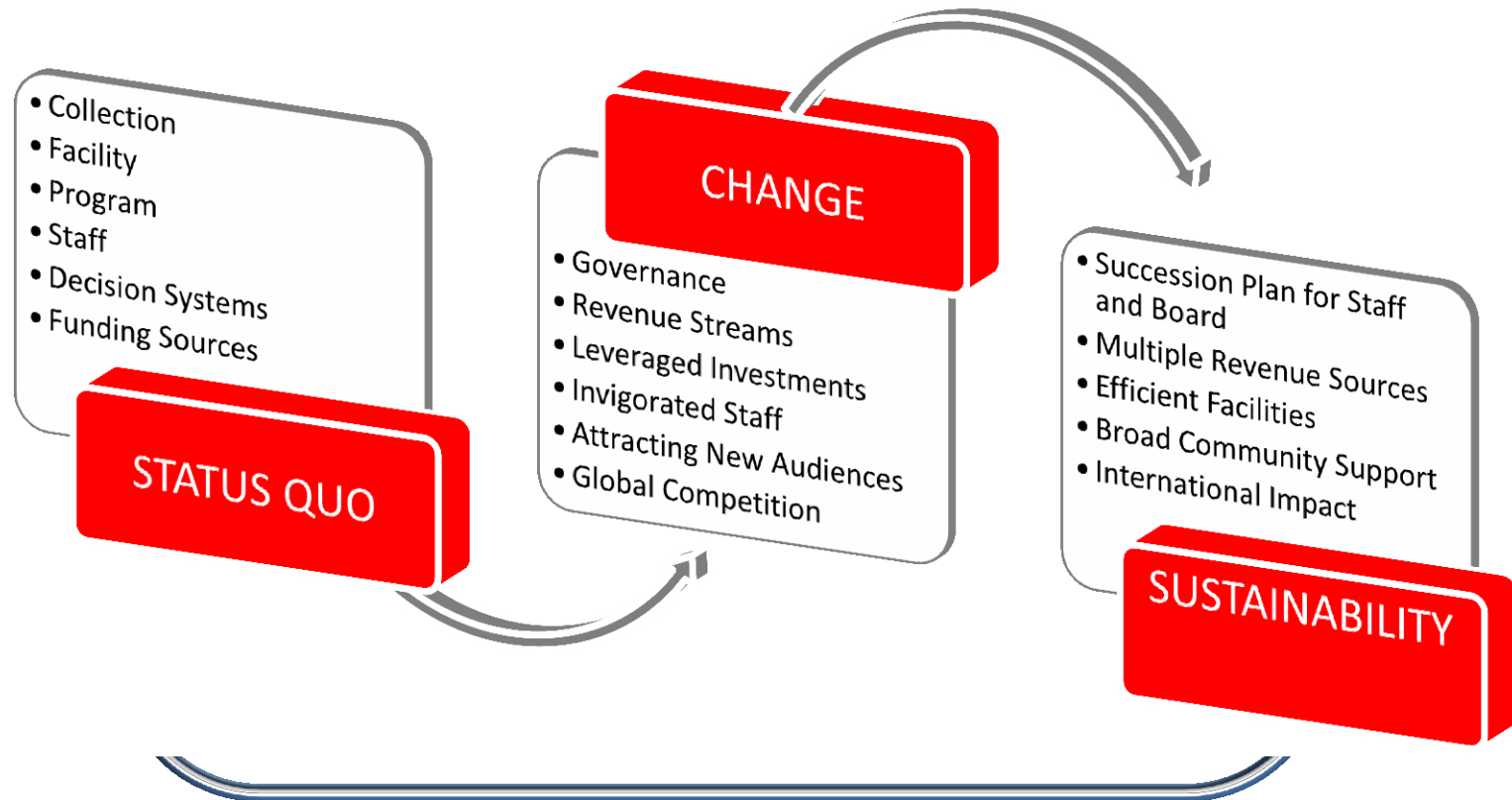


- Hard Power + Soft Power = **Smart Power**  
– Joseph Nye, Harvard Business School

# CHALLENGES FACED BY TODAY'S MUSEUM LEADERS



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## MAKING CHOICES

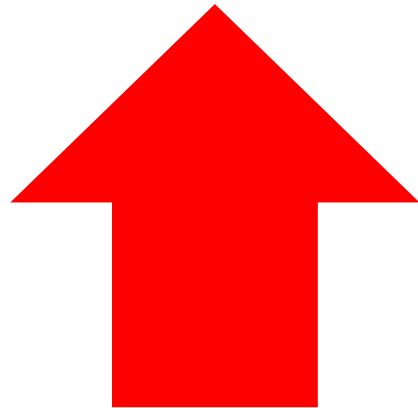
# CHANGING PARADIGMS

PRE-60's	70's-90's	CO-CREATOR AGE 2000+
Dependence	Independence	Interdependence
Religious	Material	Spiritual
Duty	Rights	Purpose
Obey	Demand	Participate
Receive	Choose	Create
Command	Serve	Facilitate
Bureaucracy	Hierarchy	Platform
Subjective	Objective	Deliberative
Radio	Television	Internet

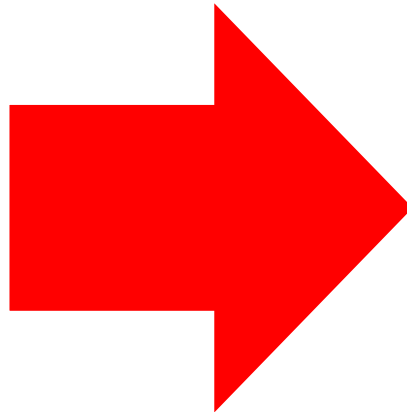
Adapted from...Jon Alexander, New Citizenship Project, UK (2016)



<b>Revenues, Financial Sustainability, &amp; Fundraising</b>	<b>15%</b>
<b>Audience Development</b>	<b>14%</b>
<b>Staff &amp; Organizational Structure</b>	<b>11%</b>
<b>Social/Cultural Relevancy</b>	<b>9%</b>
<b>Global Connectivity</b>	<b>8.8%</b>
<b>Brand Development</b>	<b>8.1%</b>
<b>Innovation</b>	<b>7%</b>
<b>Digital Marketing, Outreach &amp; Presence</b>	<b>6.7%</b>
<b>Board Relations</b>	<b>6.4%</b>
<b>Evaluation of Programs &amp; Exhibits</b>	<b>5.2%</b>
<b>Capital Campaign</b>	<b>3.5%</b>
<b>Technology Infrastructure</b>	<b>3.8%</b>
<b>Cross-department collaboration</b>	<b>3.2%</b>
<b>Diversity</b>	<b>2.9%</b>
<b>Intercultural Exchange</b>	<b>2.6%</b>



66% Outward



34% Inward

# FOLLOWERS' EXPECTATIONS

What do followers expect from their leaders?

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What do followers expect from their leaders?

- Vision
- Artistry
- Authenticity
- Excitement
- Significance
- Clarity
- Direction
- Community
- Empathy
- Mentoring
- Trust
- Passion
- Motivation
- Recognition
- Commitment
- Truth
- Caring
- Investment
- Listener
- Collaborator

# FOLLOWERS' EXPECTATIONS

What type of leadership characteristics are most important in a leader you follow?

# FOLLOWERS' EXPECTATIONS

What are the most important characteristics in a leader?

- Ambition
- Imagination
- Forward looking
- Loyal
- Mature
- Supportive
- Broad-minded
- Courageous
- Determined
- Inspiring
- Self Controlled
- Straightforward
- Honest
- Intelligent
- Fair-minded
- Independent
- Dependable
- Competent
- Cooperative

*Source : Kouzes and Posner, 2002*

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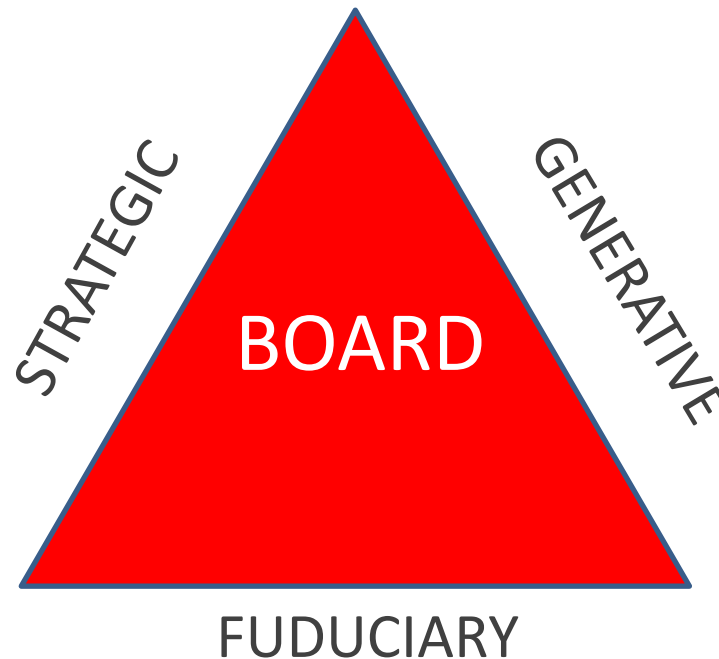
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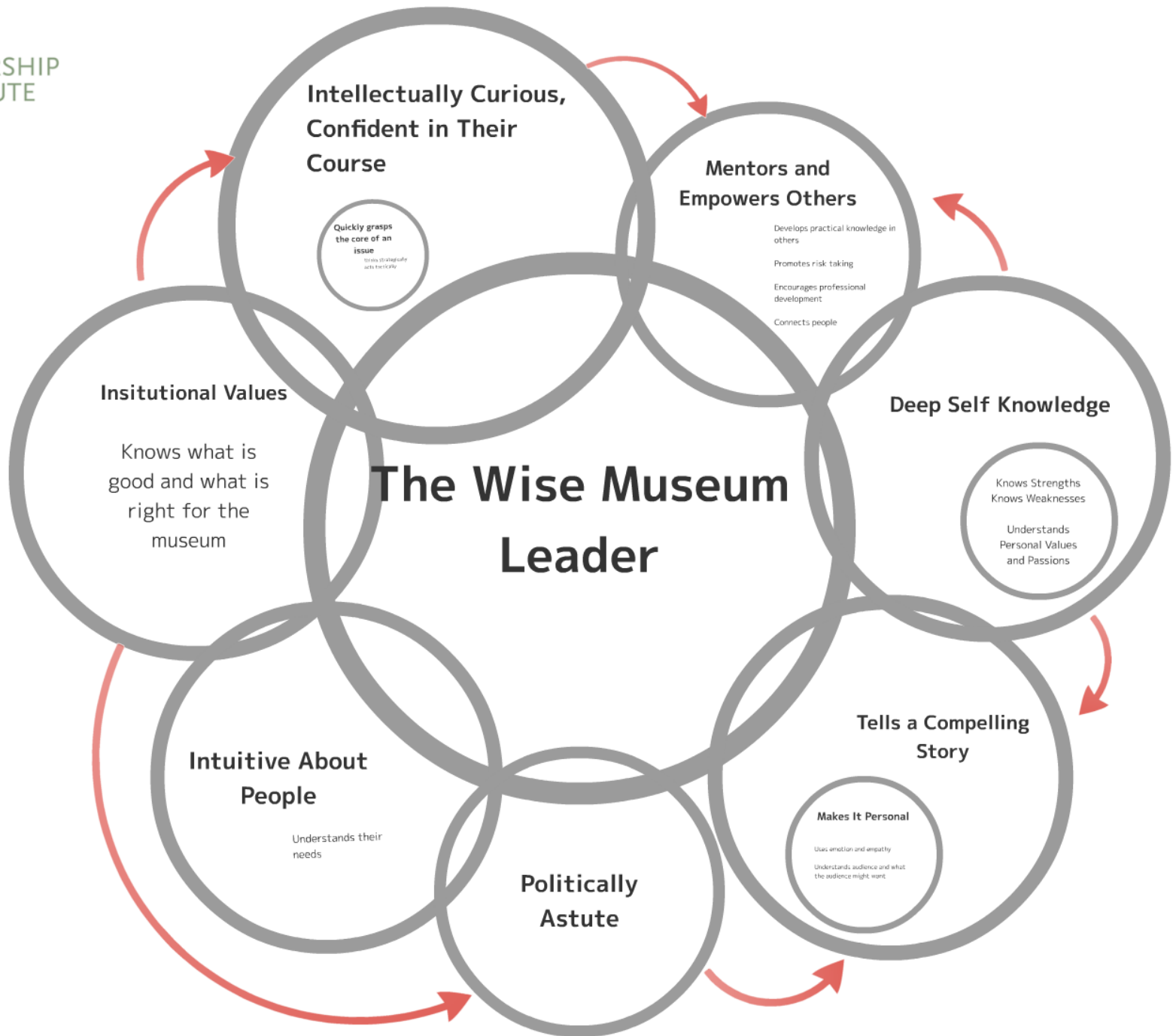
## AN ENGAGED BOARD IS A HAPPY BOARD



Source: *Governance as Leadership: Reframing the Work of Non-Profit Board* by Richard P. Chait, William P. Ryan and Barbara E. Taylor







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