



Endorsed & Accredited by



Museums management Renaissance *mapped out*

Robert McDermid, Regional Skills Development Officer for Renaissance in the Regions, talks about delivering a fresh, insightful approach to management development at museums and galleries across the West Midlands.

“I was fortunate enough to be involved in the introduction of a management assessment and development tool in the UK called MAP Assessment through DPG plc in a previous people development role. I knew it was something that worked across the public and private sectors and already had a track record of successfully developing tens of thousands of high performing managers at major organisations in America and the UK.

In my previous role, the MAP Assessment process was used to create an accurate picture and plan of the development needs of 3000 managers in Small and Medium sized Enterprises through an initiative funded by Advantage West Midlands, the Regional Development Agency”.

“With the Renaissance programme, I work with managers in the Cultural Heritage sector who have a wide range of responsibilities, skills, qualifications, backgrounds and management styles. Whether working in the public or private sector, there is an assumption that people in management positions have followed a development route that has equipped them with the skills and a qualification to manage. This is not always the case, and in my work with the managers of museums and galleries I selected MAP as a valid way of identifying managers existing skills and introducing proven, uniform management competencies”.



Robert has used MAP profiles to provide a benchmark of knowledge and understanding of key management skills with managers at museums and galleries. Managers are asked to make judgements against a series of 13 DVD based scenarios following the week of a typical management team. Their responses are then computer scored against the 160,000 other managers who have gone through MAP to build an objective assessment of their performance.

“There are many examples of how MAP Assessment and the subsequent development activities have helped participants’ careers in the museums and galleries I work with. Two members of the senior management team at a large regional museum have gained promotion to their current positions and are keen to credit MAP with supporting their management achievements and development.

“I have also worked with a manager at a regional museum who is dyslexic and was at first very reluctant to take the MAP assessment. After taking the plunge she was absolutely delighted by the result as her profile provided the evidence she needed to prove that she had high levels of knowledge and understanding of management competencies. Having gained confidence from the experience she decided continue with the development work indicated by MAP and her management skills have continued to improve,” adds Robert.

The real value of MAP differs according to whether the information is viewed by:-

- a) the employer, who sees it as a cost effective method to ensure that training is targeted and relevant – and
- b) The participant, who now has objective evidence of his/her strengths and an understanding that there may be specific areas of development still required.

“MAP is a benchmarking tool for identifying levels of knowledge and understanding of managerial competence. Without the information supplied by MAP Assessment our training and development plans would be less targeted and subjective. I know from prior experience that very often management development plans are based on what



the individual and their line manager *believe* is needed and not on fact. MAP profiles save time, money and wasted effort.

Occasionally there are issues in getting managers to accept the validity of their MAP profile; sometimes we find it hard to shift our own preconceptions. I have found that by getting MAP participants to also complete the 360 degree Transformational Leadership Profile (TLP) from DPG that this confirms the validity of the MAP Assessment. TLP looks at areas such as communication and relating to others and when cross referred with the MAP competencies the results invariably back up the MAP Assessment scores.” concludes Robert.

About Robert McDermid

As Regional Skills Development Officer for Renaissance in the Regions (a Government funded initiative aimed at developing museums in the English regions), Bob is based at Birmingham Museum and Art Gallery with a remit to provide development opportunities for staff and volunteers in the West Midlands region (Staffordshire, Shropshire, Birmingham and Solihull, the Black Country, Herefordshire, Worcestershire and Warwickshire). In the four years he has been in post over 130 managers from a range of regional museums and galleries have had their management capability assessed by MAP Assessment with many managers going on to complete Individual Development Plans.

Find out more about how MAP Assessment will bring real business benefits to your organisation by contacting:

DPG plc
The Ellesmere
93 Walkden Road
Manchester
M28 7BQ
Telephone: 0161 975 7777
Email: management@dpGPLC.co.uk
Web: www.dpgplc.co.uk