

Happy Museum Transformation Cycle

When planning organisational change, work with a 'diagonal slice team' to identify where you think you are as an organisation on the 'change cycle' – see page 2. A diagonal slice is people of different seniority but not in a management relationship and it might include people from learning, curatorial, front of house, facilities and senior teams. It should include partners and collaborators too.

Only once new approaches have become business as usual and embedded in everyday practice can the organisation consider itself to have genuinely implemented the change. The questions below give an indication of what you need to do in order to create the change – they come from JP Kotter's work on leading change in organisations and are combined with Maslow's behavioural change cycle for individuals.

You could use a variety of questions printed on cards, against which to judge your progress, depending upon the level of detail at which you'd like to work:

- each of the individual features below which are Happy Museum guidance
- or just the six principles
- or a more general question about working towards wellbeing and sustainability
- or questions from your own individual Story of Change.

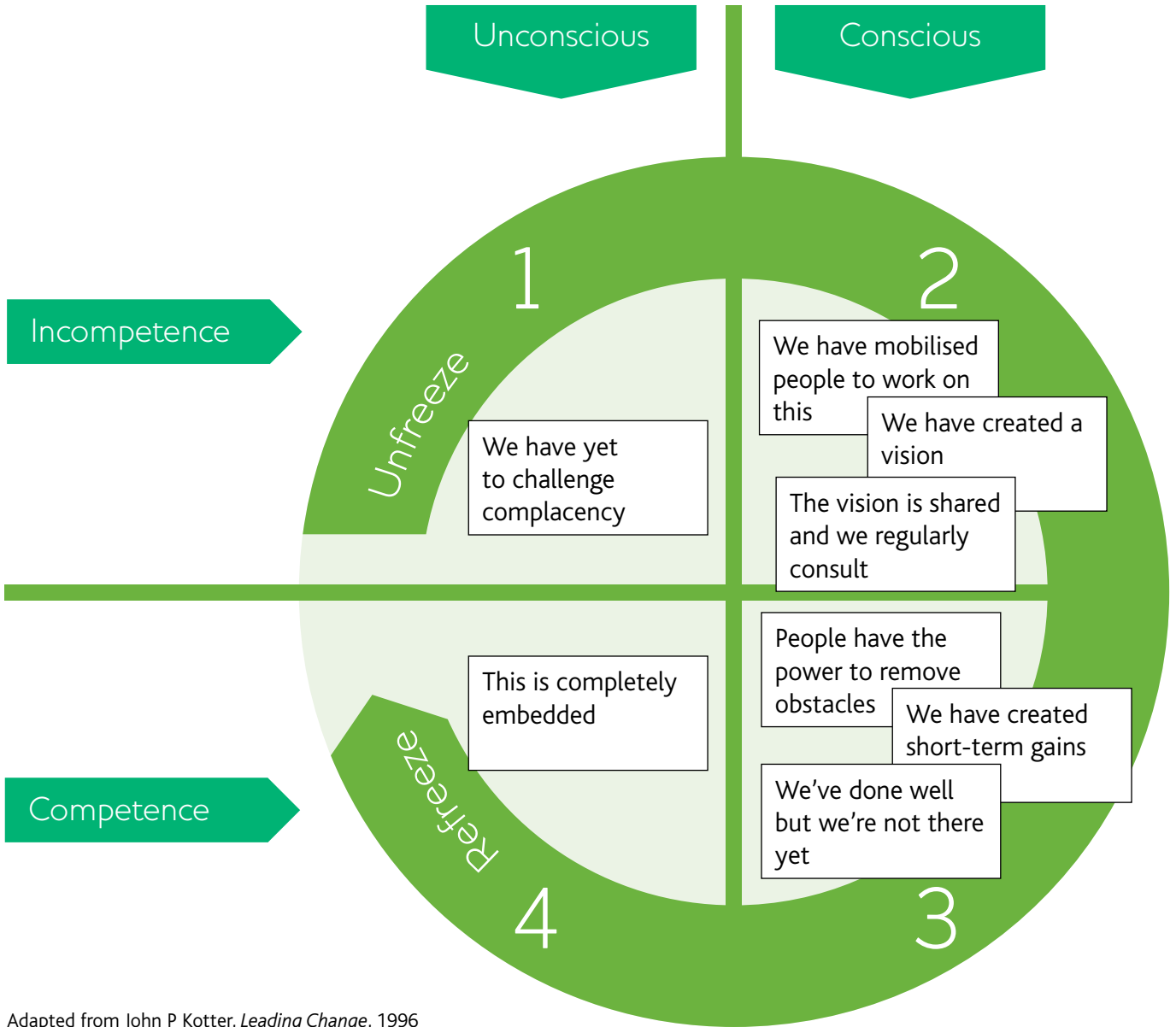
Alternatively you could use this exercise beforehand, to inform your Story of Change.

Organise the cards on the cycle in one of four quadrants, judging where you think you are:

- 1 **Unconscious incompetence** where there is not yet a motivation for change
- 2 **Conscious incompetence** where the need for change is being acted upon and old practices are beginning to be 'unfrozen'
- 3 **Conscious competence** where new practices are put in place but still require attention
- 4 **Unconscious competence** where new practice is 'frozen' in place and becomes business as usual.

Decide how you will collect evidence to show that you've kept to your plans, and re-visit the process periodically, finally reviewing your general capacity for change.

Transformation Cycle

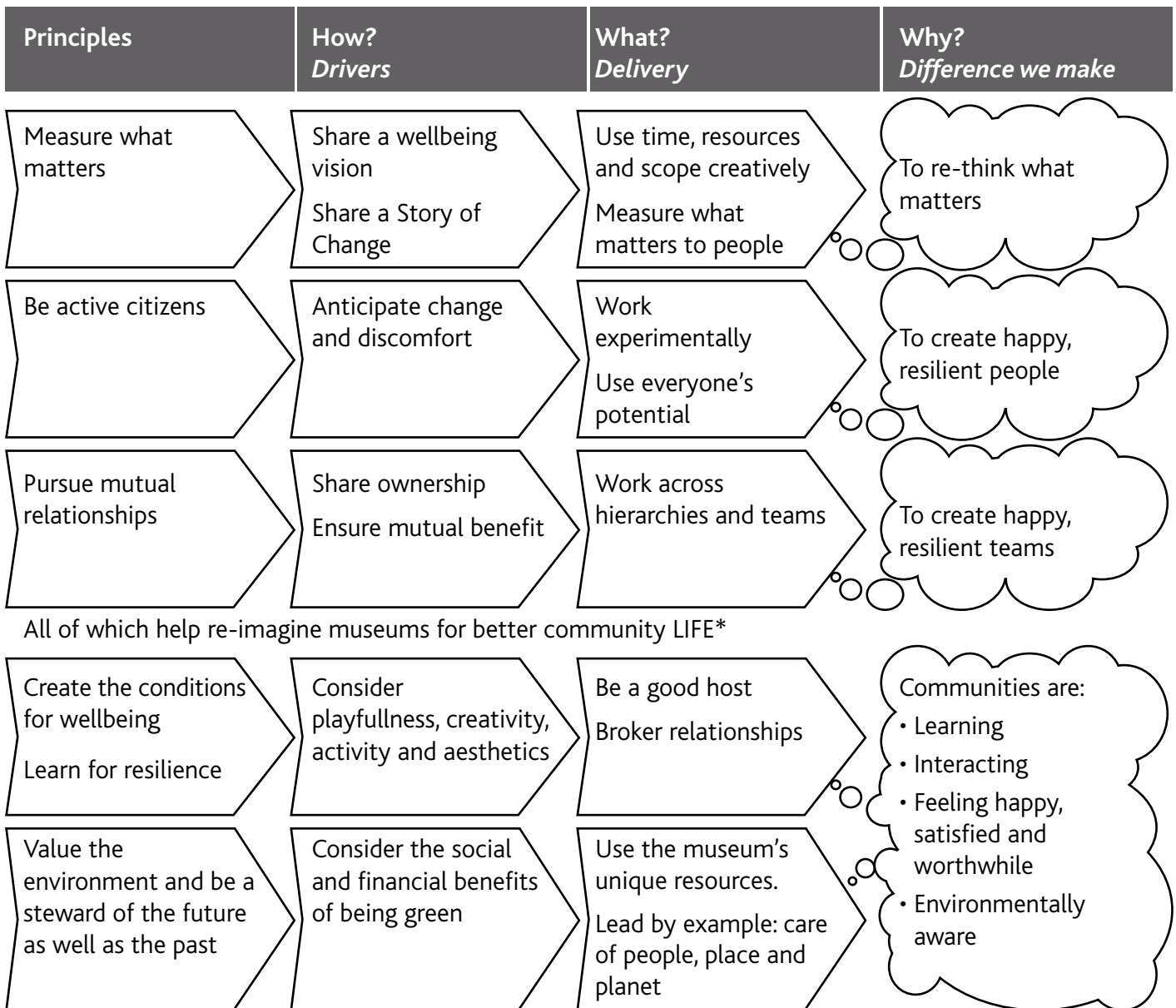


Adapted from John P Kotter, *Leading Change*, 1996

Transformation Cycle guidance

- 1 When planning the project, work with a 'diagonal slice team' to identify where your organisation is on the cycle of change. Place the cards on the cycle, or ask more generally about your journey towards being a Happy Museum. (A diagonal slice is people of different seniority and departments but not in a management relationship – it should include partners)
- 2 Put in place actions using the questions as prompts to move forward
- 3 Re-visit the process periodically, and, at the end, review your overall ability to manage change.

Happy Museum Story of Change



* The Happy Museum Project is conducting a national LIFE survey, where LIFE = Learning, Interactions with others, Feelings and emotions, and Environmental awareness. More: www.happymuseumproject.org

Transformation Cycle cards

Share a wellbeing vision	Share a Story of Change	Use time, resources and scope creatively
Measure what matters to people	Use everyone's potential	Work experimentally: anticipate change and discomfort
Share ownership and ensure mutual benefit	Work across hierarchies and teams	Consider playfulness, creativity, activity and aesthetics
Be a good host	Broker relationships	Consider the social and financial benefits of being green
Lead by example: care of people, place and planet	Use the museum's unique resources	