



London Cultural Improvement Programme

Heritage Change Programme

2. The Heritage Service of the Future

2.4 Visioning Techniques

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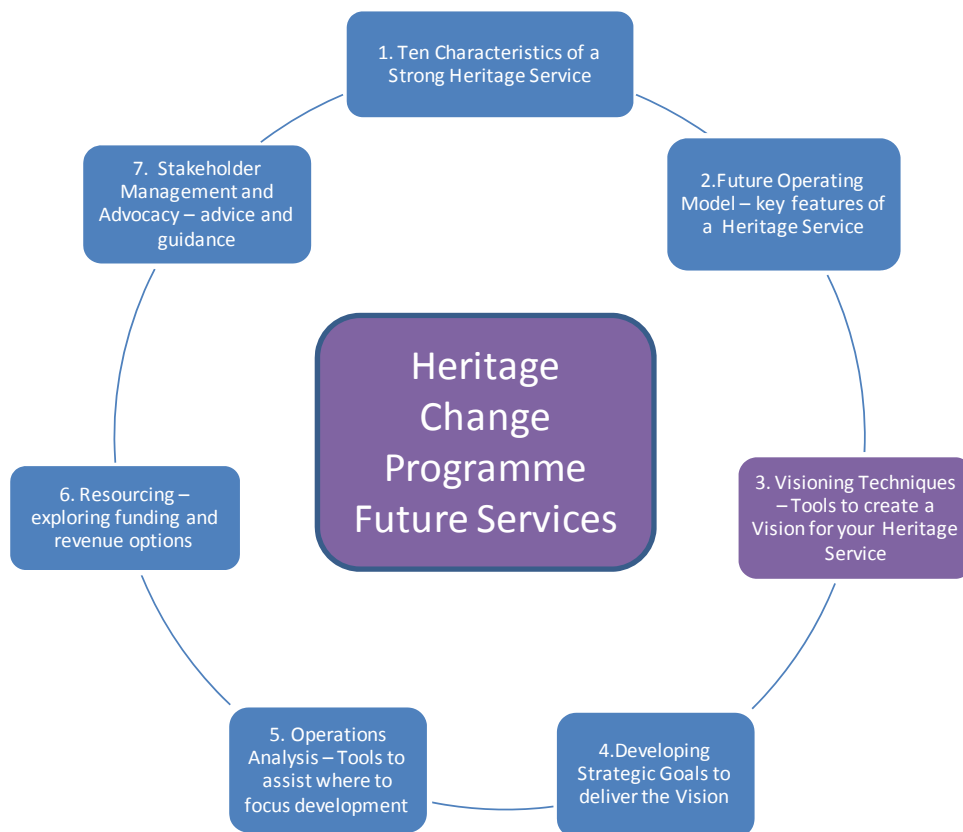
2. The Heritage Service of the Future

2.4 Visioning Techniques

Introduction

This advice on ‘Visioning Techniques’ has been developed as part of the London Cultural Improvement Programme’s Heritage Change Programme (HCP). It is part of the Guidance on developing a Heritage Service of the Future, which is itself part of the wider Heritage Change Programme Support Package. This Guidance is for anyone who wants to think creatively about developing a Heritage Service, although it has been developed specifically for the London Borough Heritage Services. Figure 1 shows how ‘Visioning Techniques’ fits into the range of resources for creating the ‘Heritage Service of the Future’.

Figure 1. Process for using the Guidance Pack



About this Section

This Section contains techniques for helping Services to develop their Vision and Mission. It can be used to develop a Future Operating Model for the Service and provide the basis for developing strategic goals.

Have a Vision and Mission

To maximise potential for success any organisation needs to have a clear goal of where it is trying to get to. The Vision describes the desired future of the organisation. Accompanying the Vision is the Mission. The Mission justifies the existence of the Service, explaining its scope and goals.

Having a Vision is vital. A compelling vision makes people take action. A clear, exciting vision inspires, motivates and unites. Progress is only possible if an organisation or individual knows where they want to go. But a Service needs to ask fundamental questions such as:

- ‘What does success look like?’
- ‘Why do people want to interact with my Service?’
- ‘Why do people value the Service?’

Don’t forget that you can also develop Visions for individual elements of the Heritage Service e.g. for the onsite Visitor, for the remote user, for the education service.

Visioning can be difficult. It is hard to step out of the usual mindset. To help you think more creatively about your Service the Heritage Change Programme has developed several tools with guidance on their use. Hopefully these will enable people to develop ideas on how the Heritage Service might develop to become a Heritage Service of the Future.

Decide what value the Service does or could provide

Before developing the Vision it is useful to work out what benefit the Heritage Service can or does provide. From this it is then possible to derive a Vision. A useful and simple technique for doing this is the Core and Surround technique.

Core and Surround is outwardly very simple. It asks ‘What does the Service do?’ and then assesses the value or benefit of the Service doing that thing. To identify what is a benefit take the particular thing done by the Service and ask ‘Which means what?’.

However, when undertaking full Core and Surround analysis try not to make assumptions. Actually ask the stakeholders of the Service what they see as the activities and benefits of the Service. Also, to get a full analysis just keep asking ‘Which means what?’ See Table 2 as an example overleaf.

Table 2 Core and Surround

Core What the Service does	Benefit Which means what?
The Service holds collections relating to the Borough going back 600 years.	<p>Creates a unique research resource which can support learning and education.</p> <p>Creates a sense of longevity and permanence.</p> <p>Must have a remarkable range of material that could be of interest to a wide range of interests.</p>
The Service has one late night opening a week.	<p>There is the potential for a different audience range to visit than during the day.</p> <p>The Service is viewed as flexible and accessible.</p> <p>The Service is open at the same time as other night time attractions such as restaurants and theatres and therefore has the potential to be seen as a comparator leisure pursuit to these commercial activities.</p>
The Service employs professional curators and archivists.	<p>Service has access to a highly specialised skills base.</p> <p>Service has an unusual resource that could be of interest to external parties.</p> <p>Service has the capacity to care for and use its collections.</p>

With the everyday demands of running a Service it can be difficult to get a fresh perspective. The set of tools that follow are activities designed to make you and your team look at your Service from a different angle. To use these tools effectively put aside a dedicated time for using the tool, ensure that you have a good range of relevant stakeholders participating (either together or at separate sessions) and encourage a ‘judgement free zone’ whereby people feel free to express all their ideas.

1. Celebration Time

Envisage an event 5 years from now when the Service will be celebrating a significant landmark in its development. Put as much detail as possible into the picture e.g.:

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- What is being celebrated?
- Who is present?
- What is being said?
- Where is the event?
- How is the team feeling?

2. *Animal instincts*

If your Heritage Service was an animal what sort of animal would it be and why?

You might want to try this envisaging what sort of animal it currently is and what animal you would like it to become. Here are some animals to set you thinking:

Tiger	Sloth	Monkey	Cat	Unicorn	Elephant
Bat	Gorilla	Rabbit	Tortoise	Llama	Eagle
Giraffe	Alligator	Bear	Dolphin	Snake	Goat
Human	Lizard	Kangaroo	Otter	Snail	Dinosaur
Vulture	Wolf	Horse	Martian	Flamingo	Lion

Animals can be real or imaginary (e.g. Roger Rabbit, Roobarb and Custard, a Griffin). When you have chosen two animals (one for the current state of the Heritage Service and one for the desired future state) write down the characteristics of each animal. Explain why you have identified each characteristic and then explain what that characteristic represents in the real world.

This is a good activity to do in a group. Each person can draw or list their animal and its characteristics on a flip chart or post-it-notes and then the facilitator can go round the group getting each person to explain their decisions. This can then provide a basis for discussing the development of the Service.

3. *Ask the honest questions*

Take a fundamental look at how the Service currently performs and how it could do things (possibly using the Core and Benefit analysis tool explained above) The underlying approach is to critically analyse the Service from the perspective of the stakeholder (e.g. users, senior managers, funders, depositors, non-users). Ideally involve the stakeholder in this analysis to ensure.

- Does the user get what they need from the Service? (Try doing a walkthrough or secret shopper to really find out.)
- Do funders understand and value what the Heritage Service does?
- Has the Service really got the right skills sets?
- If I was designing a brand new service from scratch how would it look?

Describe the Service's vision

From all of the results of the exercises you should have the information to draft a Vision for your Heritage Service. Remember that the Vision needs to be compelling and memorable. It should seek to stretch the Service but not be unattainable. It should be precise, relevant and persuasive.

Here are a few visions and missions to get you thinking:

1. *British Museum Mission*

The Museum is:

- the greatest collection representative of human cultural achievement, ancient and modern, in the world
- a space 'not only for the 'learned and curious' but also 'for the benefit of the general public' – a centre of research and inquiry at all levels
- a collection preserved and held for the benefit of all the world, present and future, free of charge
- a forum for the expression of many different cultural perspectives
- a place to increase understanding of the cultural connections and influences linking Britain and the world
- a place where the UK's diverse population can explore its common inheritances.

2. *The Mary and Leigh Block Museum of Art, Northwestern University, Illinois, USA*

Mission

The Mary and Leigh Block Museum of Art, Northwestern University, is dedicated to the growth and preservation of its collection and the study and exhibition of reproducible art forms — including prints, photographs, film, video, and computer-mediated art — and to their capacity to reach and transform society.

Vision

To distinguish the Block Museum among metropolitan Chicago art institutions through its unique focus and programs and to serve as a national leader among university museums for critical and creative approaches to interdisciplinary learning through the visual arts.

3. *The Peabody Essex Museum, Massachusetts*

Mission & Vision Statement

The mission of the Peabody Essex Museum is to celebrate outstanding artistic and cultural creativity by collecting, stewarding and interpreting objects of art and culture in ways that increase knowledge, enrich the spirit, engage the mind and stimulate the senses. Through its exhibitions, programs, publications, media and related activities, PEM strives to create experiences that transform people's lives by broadening their perspectives, attitudes, and knowledge of themselves and the wider world.

4. The British Library

Our mission: Advancing the world’s knowledge.

Our vision: In 2020 the British Library will be a leading hub in the global information network, advancing knowledge through our collections, expertise and partnerships, for the benefit of the economy and society and the enrichment of cultural life.

Our vision is supported by five key themes which set out the strategic priorities for the Library:

- 1 guarantee access for future generations
- 2 enable access to everyone who wants to do research
- 3 support research communities in key areas for social and economic benefit
- 4 enrich the cultural life of the nation
- 5 lead and collaborate in growing the world’s knowledge base.

5. The National Archives

- lead and transform information management
- guarantee the survival of today's information for tomorrow
- bring history to life for everyone.

Commercial organisations

Table 3 shows some exemplar vision statements that are focused on what their work means to the customer or key stakeholder.

Table 3 Vision Statements

Name	Vision Statement
Google	Google's mission is to organize the world's information and make it universally accessible and useful.
McDonald's	To be the world's best quick Service restaurant experience. Being the best means providing outstanding quality, Service, cleanliness, and value, so that we make every customer in every restaurant smile.
Microsoft	At Microsoft, we work to help people and businesses throughout the world realize their full potential. This is our mission. Everything we do reflects this mission and the values that make it possible.
Harley Davidson	We fulfil dreams through the experience of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles and branded products and Services in selected market segments.

Name	Vision Statement
IBM	Operating a safe and secure government.
Nike Inc.	To bring inspiration and innovation to every athlete in the world.
Wal-Mart	Saving people money so that they can live better.

Further information

Accessing more HCP Guidance on developing the Heritage Service of the Future

The individual sections of the Guidance can be found by clicking on the relevant title below:

- [Introduction to the Heritage Service of the Future Guidance](#)
- [The Ten Characteristics](#)
- [The Future Operating Model](#)
- [Developing Strategic Goals](#)
- [Operations Analysis](#)
- [A Fresh Look at Resourcing](#)
- [Stakeholder Management and Advocacy](#)

Further information about the Service of the future

For signposting to further information relevant to a Heritage Service of the Future go to

- [Routes to Further Information](#)