

Gender & Leadership in Museums Today

A State of Tension - A Future of Opportunity

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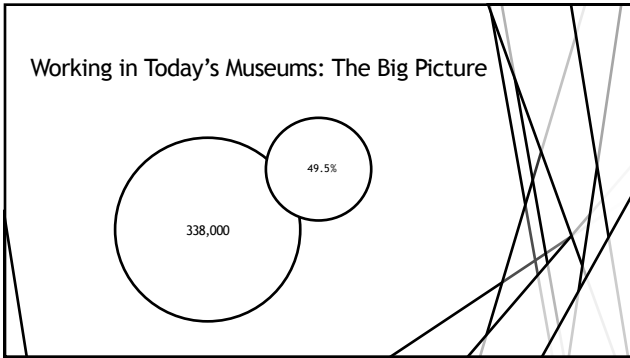
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Two subjects: Co-joined

The diagram shows two book covers. On the left is 'Leadership Matters' and on the right is 'Women in the Museum'. Two white arrows point from the left book to the right book, and two white arrows point from the right book to the left book, indicating a reciprocal relationship between the two subjects.

Working in Today's Museums: The Big Picture

A bubble chart with five bubbles of varying sizes. The largest bubble on the left contains the number '338,000'. To its right is a medium-sized bubble containing '82%'. Further right are three smaller bubbles containing '2%', '10%', and '14%' respectively.



Myth #1: Anyone can run a museum and if you've led one museum you can lead any museum.

- ### The State of Museum Leadership Today
- 360-degrees of challenges
 - Multigenerational workplaces
 - Activist employees and donors
 - Collections: representation, interpretation, monetization
 - Aging infrastructures/New buildings & expansions
 - Unrelenting competition for audience, time, money
 - Few opportunities to develop and practice leadership skills


Four fundamentals of successful 21st century museums

Leadership Convergence
Flat, spread out, and shared


Multi-dimensionality
Interconnected, multi-lingual, ambiguous

Agility
Anticipatory, adaptable

In-Tune/In-Touch
See, hear, act




Myth #2: Hard skills still trump soft skills.



What Does Intentional Leadership Look Like?

- Self-Aware
- Authentic
- Courageous
- Visionary



Leadership Qualities Aren't Dependent on Gender, But....

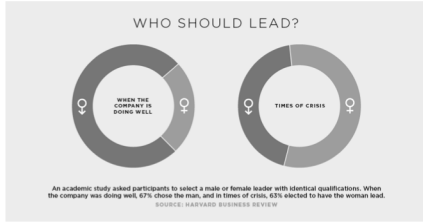
Does gender affect leadership?

Women tend to be:	Men tend to be:
Transformational leaders	Transactional leaders
Prefer flat organizational structure	Hierarchical
Indirect communication	Direct communication
Task focused	Performance focused
Cooperative and collaborative	Like to create competition
Mentoring and training	Resolution = action

Judith B. Rosener, "Ways Women Lead," 1998

Just because a woman is in a position of leadership, it doesn't mean that women's issues/concerns are always considered.

When in Crisis - Think Female



Myth #3: We Are the Source of Our Own Best Ideas

The Scarcity Mindset	vs	The Abundant Mindset
The pie is only so big and can't be made bigger		We can make the pie bigger
Protect our slice of the pie at all costs		Share our slice with others to make a bigger slice for everyone
We are the source of our own ideas		The options to learn and share are limitless
Small bore thinking		Thinking big
It's us against the world		There's so much to learn from others
Selfish and suspicious		Generous and trusting
Growth limiting		Growth producing

As long as the staff and trustees at American museums remain predominantly white, it will be difficult for museums to tackle the often painful but important contemporary issues that we must address. Many museum traditionalists, most of whom grew up in a different America, do not understand why younger and more diverse audiences insist that museums engage in contemporary issues. Museums, however, risk irrelevance unless they step up to address formidable and pressing societal issues.

Kaywin Feldman, Director and President of Minneapolis Institute of Art
 "Museum Leadership in a Time of Crisis,"
Apollo Magazine, May 28, 2018

Myth #4 : There are so many women in the museum field that gender equity will happen on its own.

Museum Work and the Pink Collar

- What is a "Pink Collar Profession?"
- The downside:
 - The "respect gap"
 - Depressed wages and benefits
 - Impact on retirement

Of Ceilings, Floors & Escalators

- Sticky floors
- Glass ceilings
- Glass escalators

Myth #5: Compensation is secondary, because the work is its own reward.

Salary Differential Across All Industries



American Association of University Women, 2017

A previous director was notorious for giving raises and higher salaries to men because the women “had husbands who could take care of them.” He was a little more lenient towards women he didn’t think would ever marry.

Myth #6: It’s Not About Gender Any More

Gender Discrimination: Our 2018 Survey

62% of respondents have been the victim of or witness to gender discrimination

- 66% being talked over | ideas/opinions not recognized
- 49% verbal or sexual harassment
- 48% lower salary or salary inequity
- 41% excluded from workplace conversations or information

Made to do stereotypical "women's tasks" like getting the coffee or food, "secretarial work" like taking minutes or notes, arranging meetings, etc. when men with the same job title or lower in rank would not be asked to do such things.

How Women Are Treated Differently at Work

- If women are assertive, it can be seen as aggressive.
- When women are successful, they're often called "bitchy" and seen as less likable.
- Women are less likely to get credit in group projects.
- Women are assumed to be incompetent until they prove themselves.
- Women get promoted on performance, and men get promoted on potential.
- Talkative men are seen as competent, and talkative women as incompetent.
- When women show anger, they are often judged as too emotional.
- Women are judged more harshly on their appearance.

Business Insider, 2014

[I was] asked when I planned to marry and have children. Barred from promotion because "young men with families must come first". Not allowed to join a project team I qualified for because, "it's difficult and dangerous and not for young women."

Because I'm gay, I have had employees not talk to me or make eye contact with me, treat me differently and have used hate speech about gay people 4 feet from me.

Gender in the Boardroom

Museums Nationally (2017 BoardSource/AAM report)

- 55% male; 89% white; 75% 50 years or older
- Board chairs: 62% male

Our Survey (2015-16; 455 respondents)

- Officers (none - 39%)
- Committee chairs divided along gendered lines
- 21% said their boards consider gender equity within their ranks

I feel it's important to point out that some of the discrimination I have experienced at the museum has come from not only men but women as well - often members of our board or volunteer community.

10 Simple Truths:

- Get invested
- Be a trust builder
- Embrace “the greater good”
- Create a candid culture
- Up your frequency
- Learn and grow together
- Get integrated
- Tap your entire network
- Commit to leadership & to equity
- Be accountable

The story of women’s struggle for equality belongs to no single feminist nor to any one organization, but to the collective efforts of all who care about human rights.

Gloria Steinem

Gender Equity in Museums Movement

GEMM is a coalition of individuals and organizations committed to raising awareness, affecting change, and championing transparency about gender equity in the museum workplace.

www.genderequitymuseums.com

Thank you!

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