

SYSTEM ASSESSMENT COMPREHENSIVE REPORT

COMPANY NAME: MUSEUM
SAMPLE REPORT



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SCOPE OF WORK

1. **Interviews** - Over 45 hours of interviews, one-on-one and group. Interviews were conducted online and in-person.
2. **Surveys** - 26 anonymous surveys were sent out with a return rate of 73%. 950 comments were made on the survey for analysis.
3. **Observations** - 20 hours of observations were made in meetings and interpersonal interactions.
4. **Analysis** - Interviews and surveys were analyzed by two team members from Mud and Lotus Consulting on an on-going basis and in a final research breakdown. Time spent on analysis was 130 hours.
5. **Report Preparation** - 20 hours was spent on preparation of this report.
6. **Miscellaneous** - 22 hours was spent on various activities such as one-on-one communications, meetings with leadership to give updates, email communications, etc.

OBJECTIVES:

Mud and Lotus focused on multiple objectives during this project. The Objectives were to:

1. Understand what was leading multiple members in the education department to exit the museum.
2. Focus on how many people in this department can be retained.
3. Suggest steps to take to improve the culture in this department.
4. Conduct and equity audit throughout the investigation.
5. Other suggestions based on unknown variables that come up throughout the assessment



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INTRODUCTION & SUMMARY:

Through extensive interviewing, observations, various communications, and survey data, the Mud and Lotus team was able to discover many themes. These themes were teased out and are interpreted in this report.

Much of the departmental team expressed a love for their job and the museum, overall. There are many positive systems in place that the team would like to continue for execution of programming. The excitement they display for working with the public has been fostered purposefully. The feedback from participants in their programs is supportive and positive.

In general, the discord in the team comes from confusing processes between departments, a toxic culture that makes negative assumptions, and a hyper-focus on job descriptions and pay. Some of the employees may still actively be seeking other employment, though the action of this assessment has been seen as a positive step for them.

There was little resistance among the staff to participate with Mud and Lotus Consulting, which is a sign that many on the team are prepared for changes to help bring about synergy. On the other hand, there are a few team members who could still possibly exit despite changes being implemented.



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INTERVIEW AND OBSERVATION

• THEMES

These themes are presented in a way to best support our promise of confidentiality for team members.

POSTIVE THEMES

Benefits: Team members acknowledged that the museum provides excellent benefits packages. A majority of them mentioned the time off and flexibility with a hybrid work environment. They understand that they need to be in person for programming executed at the museum. There was also a lot of excitement around team building activities the company provides and fringe benefits like company visits to an arcade and social events.

Care for Leadership: There was a noted care for the top leadership team, especially for Jack Michaels, the CEO. Many of them felt honored that he would meet with them if needed and seemed to have a special story to tell about meetings with him. Overall, they care what leadership thinks about them and their reputation as a whole.

Peer Support: Together, the team feels that they support each other. There is divisiveness (to be presented in the "improvement feedback" section), but they seem to care a lot about each other. They enjoy time together at work and outside of work.

Pride in Their Work: The team all expressed that they love what they do and take pride in their work. They are proud to say that they work for this museum. A few of them actually give back each month as a donation to the museum. There was a lot of emotion behind this pride.



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IMPROVEMENT THEMES

Job Descriptions and Pay: A recurring concern among the team members was items on their job descriptions and how that equated to their pay. They expressed a sense that they were doing much more than what they were required to do and that their job descriptions were not adjusted for this.

Departmental Leadership Turnover: This team describe many narratives of past departmental leaders and the struggles they faced. Many team members described behaviors in the leaders, which crossed professional boundaries and led to stress on the team. With as many as five supervisors leaving in two years, the team concluded that the leadership was facing harsh work conditions at "the top." Past leaders leaving in a rage, "blowing up" as they walk out, or spreading gossip and stories of harsh consequences for speaking up, has left this team **mistrustful of C-Level Executives**. At the time that these interviews were conducted, there was not a manager or leader in place over this team.

Processes and Procedures: The Mud and Lotus team noted that this group had many process and procedures for planning and implementing programming. We found these processes confusing and counterintuitive.

Negative Assumptions: Although the team expressed that they felt close, when interviewed one-on-one, there was a trend for people to express they they did not wish for any of their peers to be promoted to supervise them. The talk "about" each other was mixed with some heavy damage and emotional baggage. They assumed a lot of negative intentions about each other and about people in other departments.

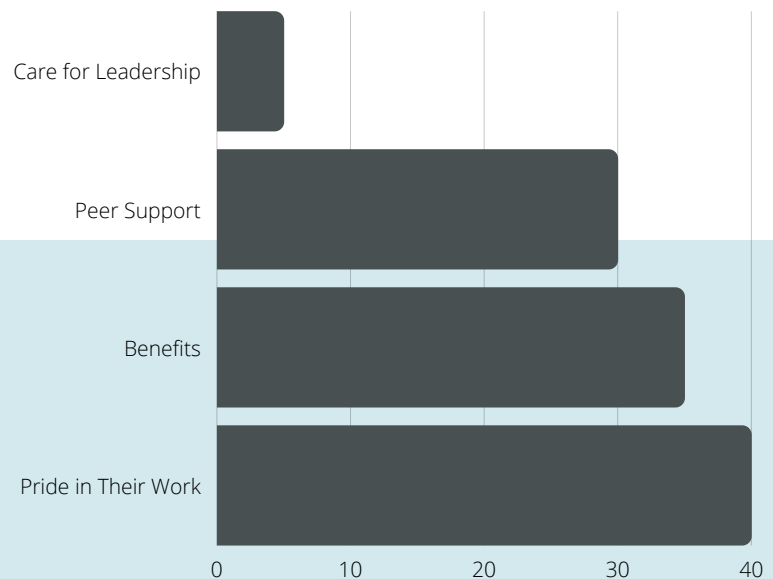


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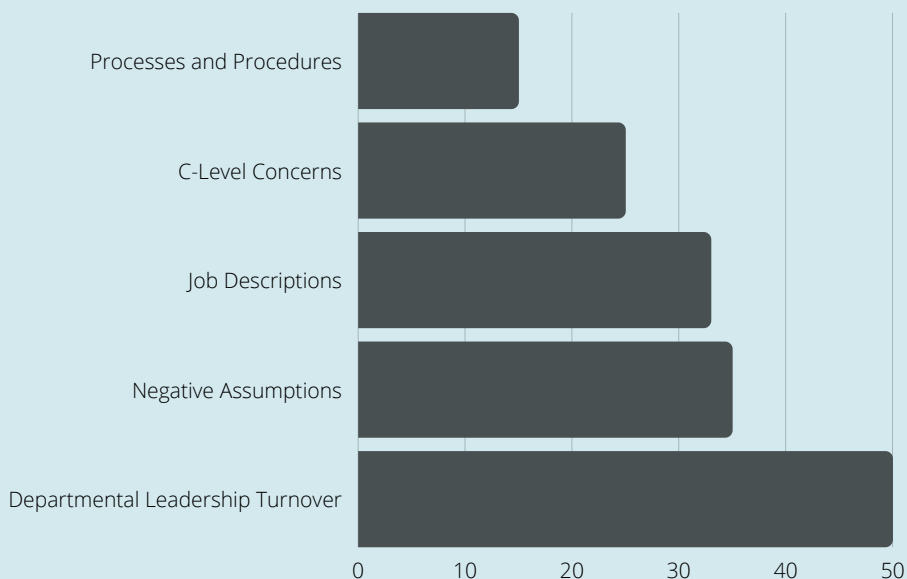
THEME TRENDS

Below is a graphic representation of the information presented above based on an analysis of how often these themes were mentioned in interviews.

POSTIVE THEMES



IMPROVEMENT THEMES

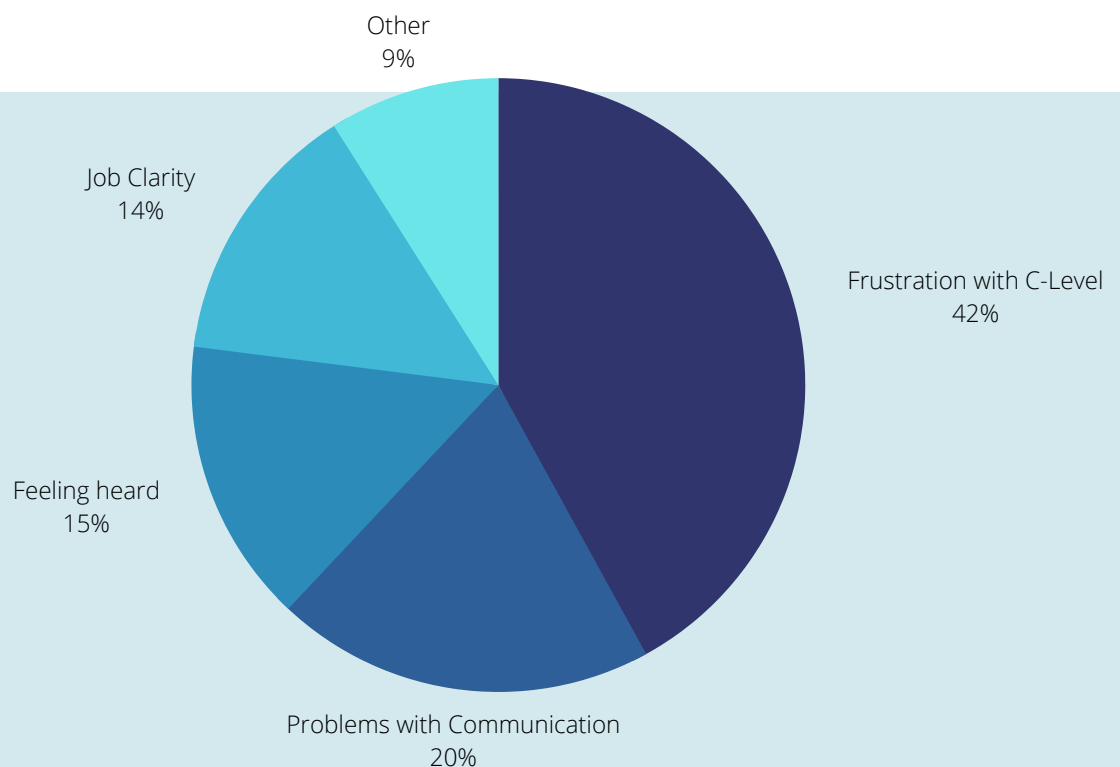


08 SURVEY DATA TRENDS

Themes presented in this section are based on comments from the survey and differ from the themes above. Out of the 26 Employees in this department, 19 were willing to participate in the Workforce Emotional Climate Survey.

The climate survey data can be found in the Appendix.

950 comments were made, which is a large amount for this survey. Many of the comments highly emotional and pointed. 760 of the comments were negative in nature. This information has been categorized and presented on this page.



Positive comments were similar to the interview data and centered on happiness with benefits and general enjoyment of the work they do. They were not significant enough to create graphic data.



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SURVEY DATA ANALYSIS

Frustration with C-Level: The comments towards C-Level were personal in nature. These comments were all mostly focused on the COO and a pointed dislike for her. Comments about her ranged from her lack of empathy to an outright fear of interactions with her. Comments directed at the CEO and CFO expressed disappointment that the COO was allowed to "demean and demoralize anyone who interacts with her."

Problems with Communication: Examples of miscommunication and frustration with how to get needs met, were the second most comments. The employees felt that they do not understand how to communicate their needs from supply orders to major purchases. Complaints were directed at other departments and interpersonal problems within the department. Problems tend to go unsolved and shoved aside.

Feeling Heard: Many comments were categorized into this group because they expressed a general lack of leadership. At this point in the process, they do not have a direct supervisor and they feel that there is no one who has their best interests in mind. The COO is who they report to on the organizational chart and they feel that she is unapproachable and when they have made attempts, they have been ignored or dismissed.

Job Clarity: 14% of the comments pointed out that people did not seem to understand their job duties. This went along with the job description problem in the interview data, but there seemed to be a real confusion about who is responsible for which duties.

Other: These comments ranged from anger about pay levels to complaints discussing favoritism.



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INTERPRETATIONS

After our analysis, we have interpreted this information to describe what we understand to be the underlying issues and leverage points.

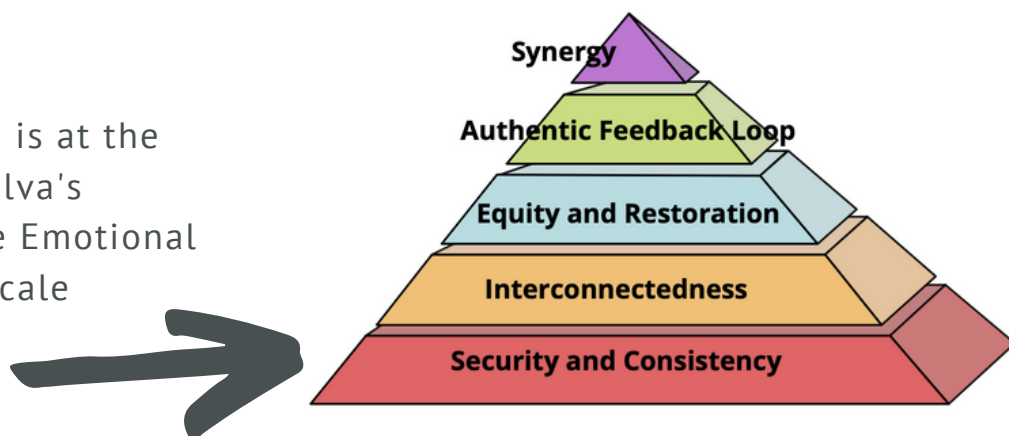
Vision: With job descriptions and job clarity being mentioned so often, there seems to be a disconnected between team members/employees and the vision of the organization. Their jobs have changed over time and they are not "doing more" according to our observations. Things have shifted since they were hired into these job descriptions and now they are not always clear about their job functions. Many also do not see a pathway to promotion, and this is causing them resentment.

Leadership Disconnect: Although the team seems to care a lot about the leaders in the company on a personal level, complaints about their supervisors resigning and lack of clarity on how processes and procedures, indicates that leadership is disconnected from how to meet the needs of the team. It is **highly concerning** that anyone who is promoted to supervisor is completely exiting the company within a year.

Security and Consistency: This team has had so much change and turmoil that there is a lack of security and consistency, which is the basic building block of Silva's Workforce Emotional Climate. The team does not feel psychologically safe in this space.

Silva's Workforce Emotional Climate

This team is at the base of Silva's Workforce Emotional Climate Scale



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EQUITY AUDIT

DIAGNOSIS: LOW EQUITY

This is a summary of the Equity Health of the Department. We incorporate our equity audit into all of our surveys and interviews.

Encouraging Signs: The department has some representation of people from the BIPOC community. There is a support of women in leadership positions and this is emphasized through mentorship and promotion. The museum has made an attempt to highlight diversity in their exhibits.

Areas for Growth:

- **Optics:** It is apparent that this museum has been a White Male Dominated space for quite a few years. All of the conference rooms are named after white males and the board presidents are pictured on the walls and all but one are white males. The question the team needs to ask: When an employee walks into this space, are they represented in the optics of this space? We do not see that anyone but White Males are honored in this space.
- **Leadership Representation:** In this department, and in others, there is generally one person who identifies as a specific and separate race. For example, there seems to be one person in the organization who presents as Black, one who presents as Asian, one who presents as Latinx or Hispanic. There are not clusters of people. At the Executive Level, there seems to be no one who does not present as White. The question the team needs to ask: Is it possible for someone who is BIPOC, LBTGQIA, or Differently Abled to attain an executive position? What has prevented this from happening already?
- **Workforce Culture:** The culture seems to be welcoming, but one of our researchers overheard two executives making a joke about gays in the military. What about the culture makes these jokes appropriate? If we were a witness to this comment, this is a tip of the iceberg and needs to be addressed if everyone is to feel welcome to work here.



12 RECOMMENDATIONS

Steps that the organization needs to take to reach synergy.

Team Alignment: For this department, it is critical that they participate in the hiring of the next leader. This team needs to then participate in re-writing their job descriptions and having them put through a market analysis. This is a technical step, which will help them have the consistency and job security they are looking for.

Then, the team needs to participate in a vision statement. This can be set by the leader or co-created with the team, but an analysis of team values needs to coincide with the vision statement. These values need to be backed up with norms and agreements.

With a new leader, the team needs a reset on the building blocks of a team. They need a shared vision, shared values, and shared agreements. These strategies need to be revisited for a few months so they are ingrained in the culture.

Equity Training: The lack of equity as a focus is evident throughout the organization on an optic and cultural level. We recommend equity training and practices starting at the C-Level. This museum lacks so many structures that there could be a strong case against the organization if they do not begin this work promptly.

Damage Repair: After this team sets agreements, they need to explore how they have been violating these agreements with each other. There have been a lot of boundaries crossed between team members and from past leadership. This team needs to understand where their agreements are coming from and interpersonal relationships need to be mediated.

There are also indications of cross-departmental damage. This team is concerned about the reputation of the department and they have some harm to repair with others in other departments.

Hiring Practices: When asked about the optics of representation among BIPOC, the HR manager said that the area near the museum is not diverse, so diverse candidates do not apply. Next steps for this would be to challenge this assumption and begin to wonder why the MOST diverse candidates are not flocking to the museum to apply.

13 RECOMMENDATIONS CONTINUED

Hiring Practices Continued: Equity training for HR and Leadership is recommended around hiring practices to attract diverse employees in a cluster model to support a team of diverse staff.

In consideration that there will be a new leader in this department, it is recommended that they are highly skilled at team alignment and communication or are provided a coach in this area. This person will need to lead the team through a culture shift to own the reputation of the team, set the vision and values, create agreements, and put accountability structures in place. There will most likely be some attrition through this change because some team members have been enabled to display highly toxic behavior. For example, team members have successfully used bullying techniques to get their agendas across, many of them express that they "would never work for" each other based on past slights, and there are a number of passive aggressive ways they interact with or exclude each other.

Harm at the C-Level: C-Level leaders have made an attempt to have a listening tour with the group and understand their grievances. It seems as though many on this team appreciate this. We recommend a restorative circle allowing the team to express specific steps the C-Level can take to repair damage from previous supervisors and layoffs due to the COVID pandemic. There is a perception that the COVID pandemic was a way to rid the organization of anyone who questions C-Level authority. This perception needs to be repaired.

We specifically note that the COO is especially disliked among the team. During our investigation of this part of the organizational system, it was expressed, by other departments, that they also have serious misgivings about the motives and intentions of the COO. We recommend that the entire C-Level team participate in a coached and mediated re-alignment of agreements and emotional intelligence training. These agreements be transparent to all departments and a pathway to accountability for these agreements be established.

Whether or not the COO is a toxic element will only be addressed with agreements and accountability. She could use executive coaching in the area of interpersonal interactions and the staff could use this as well. If there is a continued perception of disrespect by the staff, this department will continue to lose talent at a rapid rate.

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SNAPSHOT OF SYSTEM ASSESSMENT

Overall, this department has an unsafe workforce emotional climate and needs repair. There are pathways to restoration that can occur and we have made several recommendations to begin this work. Listed below is a summary of the recommendations.

1. Purposeful team alignment through training, coaching or new leadership.
2. Equity training beginning at the C-Level before it is implemented throughout the museum. The C-Level needs to be coached into leading the organization-wide initiative.
3. Repair of damage between the C-Suite and the department. Agreements for future interactions and accountability need to be reached.
4. Hiring practices need to be examined for two things. First, how are we attracting and supporting diverse candidates. Second, what is the pathway to promotion for candidates?
5. C-Level alignment and emotional intelligence training. Having the entire C-Level go through this training will reduce the focus on the COO as a potential toxic element in the culture. This will also empower all members of the group to hold each other to common values and agreements, which need to be transparent throughout the organization.



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NEXT STEPS

Mud and Lotus Consulting can coach and train in many, but not all of the areas recommended above. Our team can recommend resources and strategies for your team take on this responsibility as an organization. The services we offer range from full training, coaching, and implementation to a behind-the-scenes coaching of leaders in your organization to plan and run these initiatives. Our goal is for your team to thrive and reconnect. Ultimately, we release responsibility of the organizational change to your leadership team as you reach synergy.



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APPENDIX

This section will contain raw data from surveys and deeper information done in the assessment. In this example, the data is not available due to the confidential nature of this information.

