

## I. Executive Summary

- I. Based on the situation that the Review team have become apprised of in the course of undertaking this Review, in writing this report we have seen it as both appropriate and responsible to rise above the petty and debilitating 'sides' and the culture of 'naming, blaming and shaming' and active undermining that characterizes key aspects of the organisation. The review is, instead, a helicopter overview of the big picture situation, issues and opportunities.
- II. In our view MOTAT is at a critical point in its development. Its future will either be a prolonged period of stasis or a bold stepping off point where the organisation's leadership takes a visionary course to secure a long term sustainable future for the organisation.
- III. Elements of dysfunction are pressing and apparent in a number of levels and aspects of the organisation. Noting the likely changes in the context within which MOTAT operates, some of which are likely to be significant, continuing along the current path is likely to see a mid to long term decline in relevance and viability. The same change environment does, however, provide significant and achievable opportunity for MOTAT and for Auckland.
- IV. At the core of the current situation is a lack of any clear strategic direction or, as we refer to it in the report, a clear sense of the organisation's 'True North'. This is the single organising idea to which all elements, personnel, stakeholder groups and activities can be aligned. In its absence it has been inevitable that a myriad raft of self- (or group-) interested agendas have evolved as a complex set of competing and at times antagonistic directions.
- V. The Board has failed in a fundamental respect by not leading the development of a clear strategic direction for the organisation. This is its primary role and responsibility. It must address this as a matter of great urgency; nothing can be corrected or put on an even keel and 'True North' course until this is achieved.
- VI. Within this strategic vacuum [REDACTED] has created an organisational/business model that is unfit for purpose. At his and the Tier 2 levels a corporate bottom line business model – based on numbers, volume and low value KPIs – has been enacted in place of the values based, service business model required. This management ethos and style has grown from and perpetuated a staff culture that is inadequately equipped to develop an intellectual and philosophical model of operation required to develop and operate an effective 21<sup>st</sup> Century MOTAT.
- VII. The Board has chosen to extend [REDACTED] Successful planning of this period is critical and presents considerable risk. To ensure success transition the Board must properly plan a strategy to ensure that by 2014 it is in a position to correctly frame a position description for, successfully attract and recruit, and properly guide and support [REDACTED]
- VIII. The Board must adopt, and engage its funders and stakeholders in, a bold strategic future for MOTAT. This should properly analyse which business model and product type represents a success model for the organisation and for Auckland. In our opinion this is unlikely to be based on an idea of the organisation as a 'Museum of things', grouped with others of this type, and more likely to be based on MOTAT as part of an integrated Western Springs Precinct focused on 21<sup>st</sup> Century values-based relevance across social,

cultural, economic and environmental bottom lines. This represents Auckland with a rare and value-bearing opportunity to play a thought leadership role and evolve a globally relevant outcome.

- IX. Both the changes facing MOTAT and the depth and breadth of its dysfunctional state as an organisation are real. Success moving ahead will require a Board that is coherent, shares a unified sense of purpose and understands that boldness of vision and effort is required urgently. All Board members should be offered an opportunity to sign up or opt out at this point: having the right people on the Board 'bus' will be a critical factor to future success.



View from the verandah of Cropper House at MOTAT

## 11. Recommendations

We understand that the Board [REDACTED]. This decision is outside the scope of this Review but it serves as a critical platform for our recommendations.

- The Board should share this Review [REDACTED] with the reviewers in attendance, after Board members have had an opportunity to read, discuss and question the reviewers. A level of open discussion and transparency with the RFA is recommended as being of critical value if the Board is to engage with and influence the RFA's view of and position towards MOTAT.
- All future Board appointments should be made on the understanding that the Board is entering a period of bold strategic leadership. To achieve this the funding agency (on behalf of Auckland ratepayers) should ensure the appointing bodies select Board members who fully understand their role as a Board, are likely to work as a non-partisan and collective group, are all future focused and strategic, and who, collectively, have the appropriate business, cultural, marketing and visitor economy skills.
- Noting this, the critical period MOTAT is currently in, and the recommendation of this Review, thought should be given to placing the 2012 (re)appointment process on hold for three months.
- As part of this, working with an external Board advisor, all Board members should be given an option of either signing up for or opting out of membership during a period where the Board will be required to work as a professional, coherent unit working with formal agreements of shared responsibility and confidentiality
- All Board members should be provided with assistance *as and when necessary* to build understanding with their appointing groups of the role of the Board and Board members and the need for Board members' shared responsibility and confidentiality
- Working with an external Board advisor or panel of advisors the new Board should immediately commit itself to a robust and far-reaching strategic visioning process and in so doing urgently establish a Strategy subcommittee with its own impartial advisor(s) who should be contracted to lead the discussion
- The Board should, however, develop a long term action plan that ensures energy and effort is lifted above the 'trenches' whenever possible, that oxygen is withdrawn from all 'trench' issues to the maximum extent possible and that no oxygen is given to any new 'trench' issues
- The Board has given itself two years in which to prepare for, frame the position description for and [REDACTED]  
[REDACTED] This lends a certain urgency and focus to what we see as being as the Board's immediate and pressing priorities:
- Development of a detailed plan to ensure that by 2014:
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
- The Board should undertake a detailed analysis of SWOT and PESTEL issues and develop a plan of prioritised strategies focussed on transforming weaknesses in to strengths and threats into opportunities.