

ICOM international
council
of museums

ICOM Leadership Guide

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Image courtesy of Pedro Melo

INTRODUCTION

Welcome to ICOM's Board Member Onboarding Guide!

From Role to Impact: Your ICOM Leadership Journey

Dear Colleagues,

As President of ICOM, it is an honour to welcome you to this leadership guide. You have not only accepted a role; you have answered a call to shape how museums inspire, protect, and serve societies in times of profound change.

Leadership at ICOM is a shared journey of courage and curiosity: immerse yourself in this guide, reach out to fellow Board members, and treat your peers as partners in learning, challenge, and support. Share successes, setbacks, and unanswered questions so that living practice, not only theory, drives our progress.

As you navigate these pages, I invite you to think bigger than your comfort zone, listen deeply across cultures, and lead with humility and conviction so that, together, we leave ICOM stronger, braver, and more inclusive for the next generation of leaders.

Antonio Rodríguez
President of the International
Council of Museums | ICOM



INTRODUCTION

Welcome to ICOM's Board Member Onboarding Guide!

Dear Colleagues, I am delighted to welcome you as new members of the ICOM Board. This program has been crafted to provide you with a clear and supportive introduction to your role in shaping ICOM's future.

We have designed this initiative to furnish you with essential knowledge, practical tools, and a constructive mindset, enabling you to commence your duties with confidence. Throughout this journey, you will learn to lead decisively, collaborate effectively, and contribute meaningfully to ICOM's overarching mission.

Whether you are entering the realm of governance for the first time or have prior experience in this field, this guide will help you begin your tenure with clarity, purpose, and a profound sense of belonging.

I am genuinely enthusiastic about your participation. Together, let us embark on what promises to be an inspiring and rewarding chapter.

Medea Ekner
Director General of the International
Council of Museums | ICOM

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INTRODUCTION

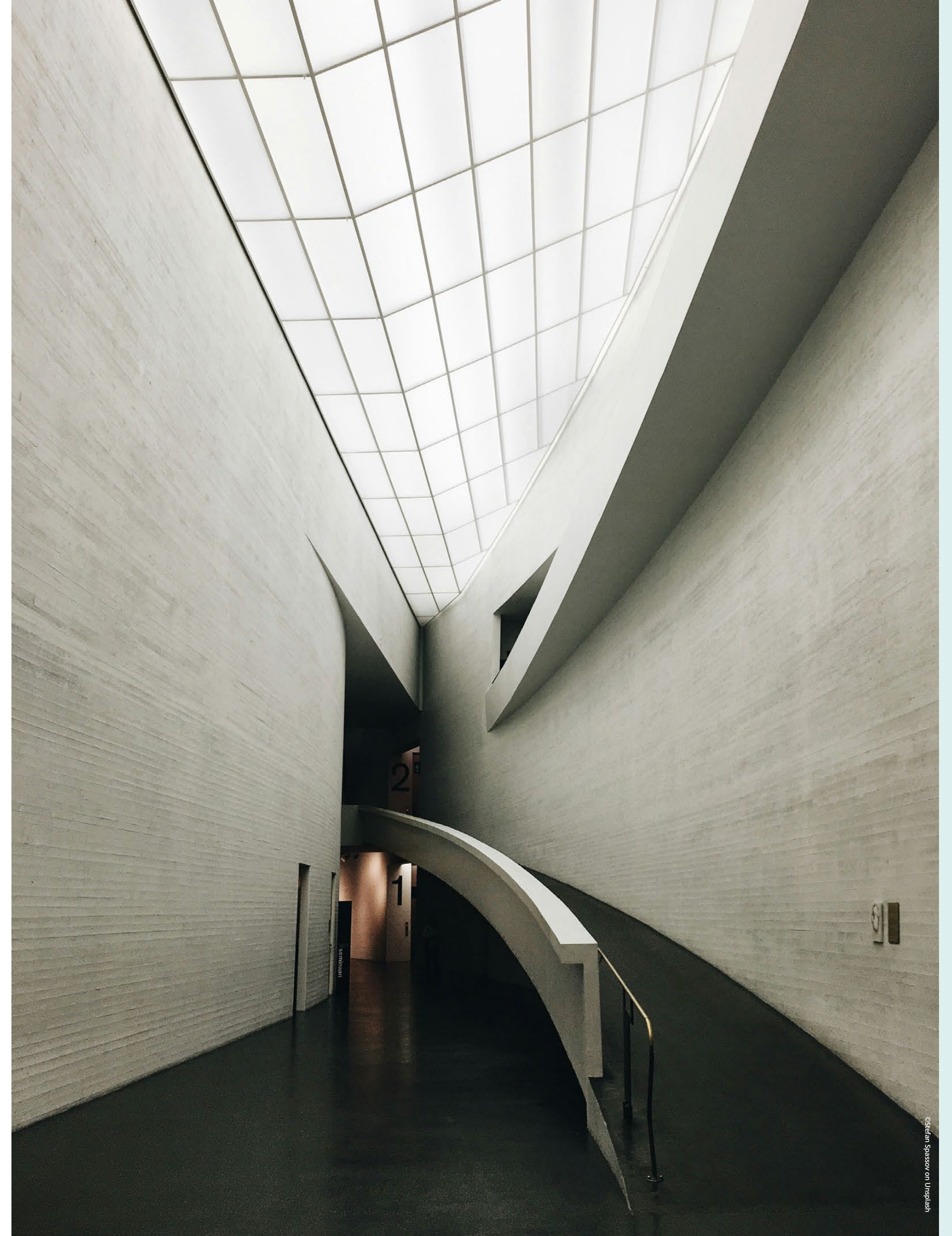
How to Use this Guide

This guide has been carefully crafted to serve as your trusted companion as you step into your new leadership role. It's all about providing you with a straightforward overview of your responsibilities and the pivotal role you'll play in shaping ICOM's future.

Inside, you'll discover the key essentials – from governance and operations to ethics and collaboration. Each section is concise, offering you the highlights needed to make a meaningful impact from the outset. To delve deeper, we've included links to important governance documents, as well as reflection questions and a practical checklist to support your leadership journey.

Consider this guide your launchpad – a clear and accessible resource designed to help you approach your role with clarity, confidence, and purpose. **Let's get started!**

Throughout this guide, you will find resources, examples, and recommendations intended to support board members from International Committees, National Committees, and Regional Alliances alike. Unless otherwise specified, the guidance and tools presented here are meant to be broadly relevant across ICOM's governance structures, so you can adapt them to your own committee or context as needed.

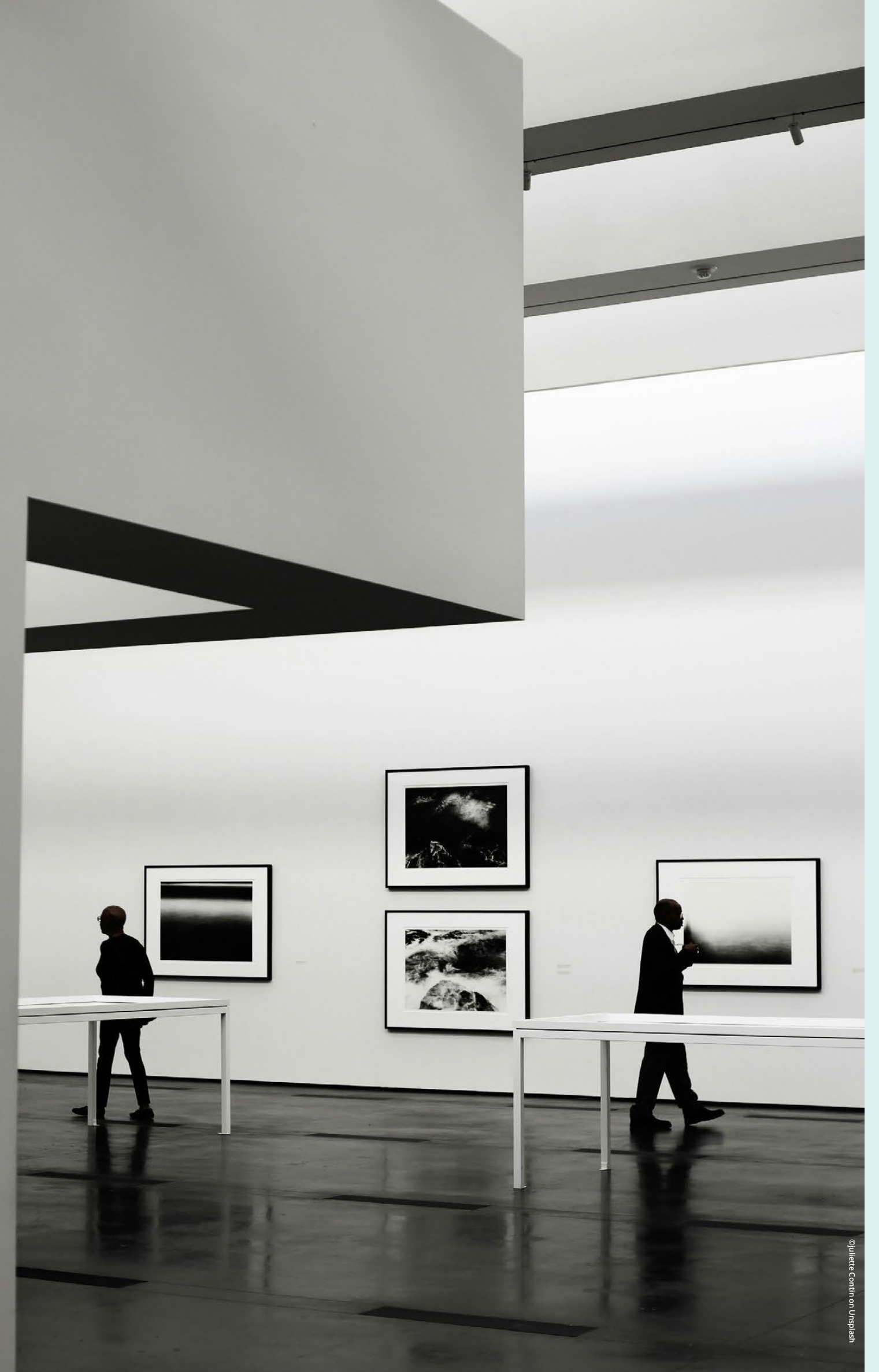


Your Role as a Board Member

As an ICOM Board Member, you bring your own unique insights and experience to the table – and that is something truly special. This role is not just about what you know; it is about embracing a shared sense of purpose, responsibility and a global outlook.

You are now stepping into an inspiring space where your decisions will help to safeguard cultural heritage, promote ethical leadership, foster international collaboration and shape the future of ICOM and the worldwide museum community.

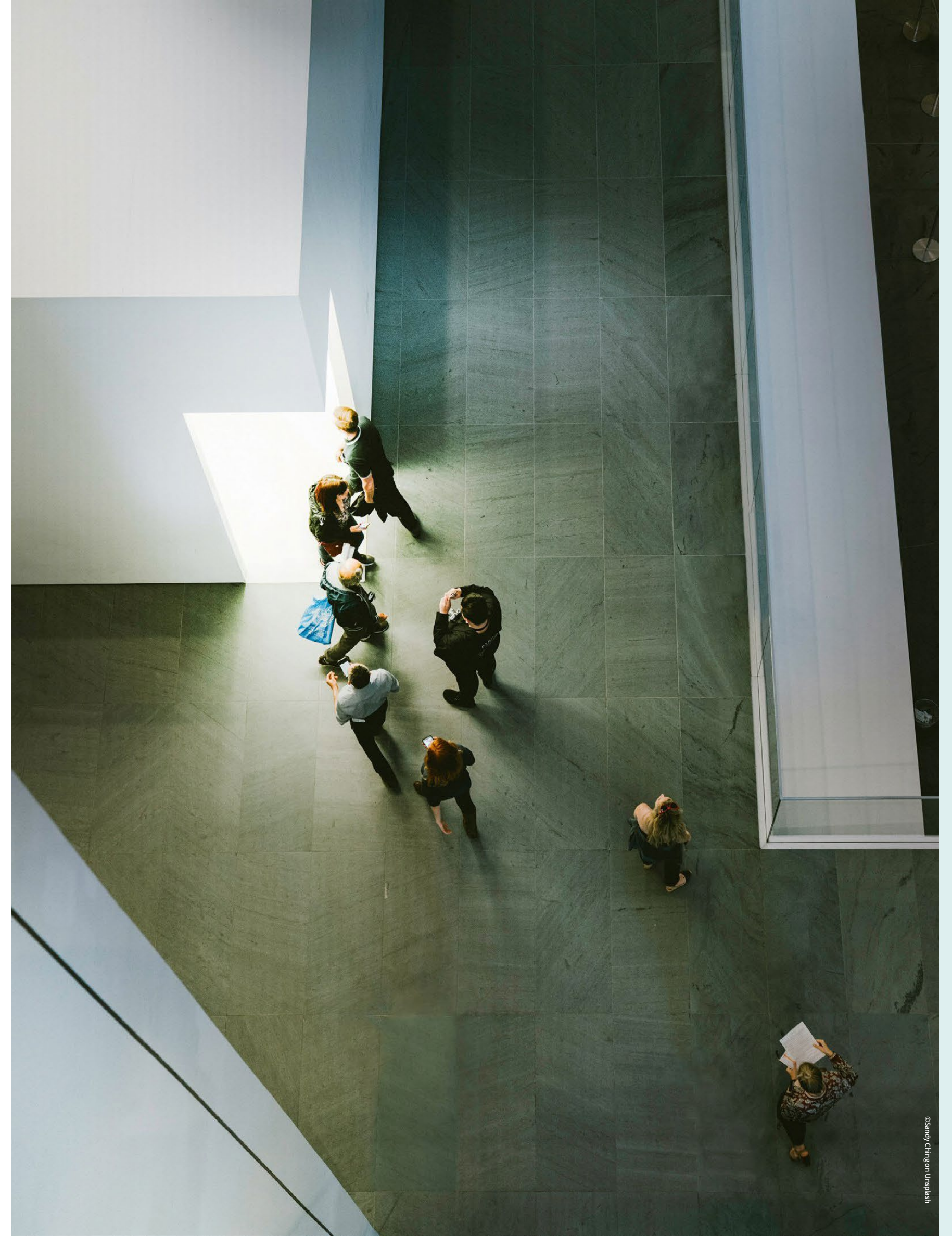
Before we get into the practicalities of your onboarding, let's take a moment to focus on what really defines exceptional leadership at ICOM. It's not just about skills – it's about the behaviours, values and perspectives that guide how we lead, collaborate across cultures and stay true to ICOM's mission in an ever-changing world.



Legal Framework and Data Protection

ICOM is constituted under French association law and operates within the legal framework of the European Union. As such, ICOM and its members are subject to the General Data Protection Regulation (GDPR) and other relevant EU and French legal requirements.

Throughout this guide, references to data protection, privacy and compliance should be understood in the context of these obligations. All Board members and Committees are expected to be aware of and adhere to GDPR standards when handling personal data and carrying out their responsibilities.



The Principles of Effective Board Leadership at ICOM

1. Strategic direction truly thrives when it is guided by a clear focus and a daring, long-term vision.
2. Good governance flourishes when decisions are open, well-informed and transparent.
3. Ethical leadership is the foundation of trust, protecting the integrity of ICOM at every step.
4. Global collaboration blooms when inclusive, culturally-aware engagement is embraced.
5. Our members feel energised and inspired when they see credible, purpose-driven representation.
6. By looking ahead and acting responsibly, risks are anticipated and tackled with confidence.
7. Responsible stewardship ensures ICOM's values remain at the heart of what we do.
8. The museum community grows and evolves when supported by strong, effective leadership.

These principles form the backbone of effective leadership at ICOM. By keeping them at the heart of everything you do, you will help to drive meaningful impact for ICOM, our members and the global museum community.

Roles and Shared Responsibilities

You will find a quick-reference overview of the main officer roles. Each role is essential to effective, collaborative governance and all Board members share responsibility for upholding ICOM's values and missions.

CHAIR

- Provides overall leadership, ensuring that meetings are effective, inclusive and aligned with ICOM's mission and values.
- Represents the committee or alliance within ICOM and externally, acting as the main point of contact for stakeholders.
- Facilitates strategic planning, oversees implementation of decisions and ensures compliance with ICOM's Statutes, Internal Rules and ethical standards.
- Shares responsibility with other Board members for transparent governance, risk management, and fostering a collaborative board culture.

VICE-CHAIR

- Supports the Chair in all leadership duties and acts as Chair in their absence.
- Takes on delegated responsibilities, such as leading specific projects or working groups.
- Helps ensure continuity of leadership and supports succession planning within the board.
- Works closely with the Chair and other officers to uphold shared governance responsibilities.

SECRETARY

- Maintains accurate records of meetings, decisions and board communications.
- Ensures that documentation is accessible to all board members and, where appropriate, to the wider membership.
- Oversees compliance with ICOM's requirements for transparency, data protection (including GDPR) and document retention.
- Shares responsibility for effective communication and information flow within the board and with ICOM's Secretariat.

TREASURER

- Oversees the financial management of the committee or alliance, including budgeting, reporting and compliance with ICOM's Financial Regulations and relevant legal requirements.
- Ensures transparent and accountable use of funds, and prepares regular financial reports for the board and membership.
- Works with the Chair and Secretary to support fundraising, grant management and financial planning.
- Shares responsibility for financial integrity and risk management.

MODULES

Your Onboarding Journey

You are taking on a role that combines global responsibility with local importance; it's a meaningful and exciting position!

To help you get started, this guide is here to support you with practical guidance every step of the way. Throughout the guide, you will explore Five Key Modules that form the foundation of board leadership at ICOM.

Each module builds your skills and confidence to lead with impact while embracing ICOM's values. Covering governance, leadership, compliance and collaboration, you will be prepared to navigate policies and lead with cultural sensitivity in our diverse community.

1



FOUNDATIONS OF GOVERNANCE & BOARD OPERATIONS

Master the essentials of ICOM governance, from understanding roles, responsibilities and organisational structure to navigating meeting protocols and decision-making frameworks. This module establishes the foundation for effective leadership and shows how governance structures enhance ICOM's global effectiveness while ensuring transparency and accountability in all board operations.

2



STRATEGIC LEADERSHIP & GLOBAL VISION

Develop the strategic thinking skills essential for ICOM's global mission, learning to identify and prioritise objectives that drive long-term success. This module focuses on building leadership confidence, embracing strategic foresight and preparing you to tackle evolving challenges with clarity and vision while keeping ICOM's global museum community at the centre of every decision.

3



ETHICS, COMPLIANCE & POLICY MASTERY

Navigate the ethical principles, legal responsibilities and compliance standards that safeguard ICOM's integrity and operations. You will explore building trust through ethical decision-making, understanding key governance documents and ensuring policy awareness across diverse jurisdictions all while upholding the shared values that define ICOM's leadership approach.

4



CULTURAL LEADERSHIP & INCLUSIVE COLLABORATION

Excel in ICOM's multicultural environment by developing skills for inclusive communication, cross-regional collaboration and volunteer engagement. This module addresses cultural awareness and regional involvement, and creates harmony across diverse perspectives essential for inspiring both volunteers and professional colleagues while building bridges across different museum traditions and approaches.

5



OVERSIGHT, PERFORMANCE & ORGANISATIONAL RESILIENCE

Learn to safeguard ICOM's future through effective oversight, performance monitoring and strategic planning. This module covers risk management, crisis preparedness, organisational resilience, effectiveness evaluation and succession planning. You will develop skills to identify and manage challenges, measure impact, ensure accountability to the global membership and build leadership continuity, which are crucial for maintaining ICOM's institutional strength and adapting to an evolving museum landscape.



MODULE 1

Foundations of Governance & Operations



MODULE 1 / What you need to know

Foundations of Governance

You will explore the six essential pillars of governance within ICOM, including: key functions, organisational structure and the dynamics of decision-making. This will provide you with a strong foundation for leading with transparency and enhancing ICOM's global impact.

At ICOM, governance is all about coming together to make a real difference for the global museum community. You are stepping into a role that combines strategic oversight with hands-on operational excellence.

- **The General Assembly** is the ultimate decision-making body. The General Assembly consists of all Individual, Student, Supporting, and Honorary Members and the designated representatives of Institutional Members. They are represented by the National Committees, International Committees, Regional Alliances and Affiliated Organisations.
- **The Executive Board**, elected by the General Assembly, is responsible for turning strategy into action. It provides direction to the Secretariat, ensures accountability and steers ICOM's governance with purpose and precision.
- **The Advisory Council** brings together representatives from all Committees, Regional Alliances and Affiliated Organisations. It is a space for strategic dialogue, ensuring that every voice in ICOM's diverse community is heard and considered. The Advisory Council advises the Executive Board and the General Assembly in the general interest of ICOM on matters concerning the policies, programmes, procedures and finances of ICOM.

This structure is not just a framework, it is a living, breathing system designed to amplify ICOM's impact while maintaining the highest standards of governance excellence.

**MODULE 1 /** What you need to know

Foundations of Governance

National Committees (NCs)

Most ICOM members join through National Committees which accept payment and transfer fees to the Secretariat, thus organising ICOM's members at a national level. They may ensure the interests of museums and museum professionals in their respective countries. They represent their members within ICOM and contribute to the realisation of the association's programmes. They are independent legal entities under national law, operating autonomously while aligning with ICOM's mission and values. A National Committee shall be a primary channel of communication between the members and ICOM headquarters.

International Committees (ICs)

The International Committees are thematic expert groups that are not independent legal entities. They are global think tanks on museum, and more generally heritage, matters. They define standards, develop recommendations, and share professional experience and scientific information with ICOM members.

Regional Alliances (RAs)

Regional Alliances are collaborative networks that bring together museum professionals and institutions within specific geographic regions. They organise conferences, workshops and other initiatives, and promote regional coordination. These Alliances play a vital role in fostering collaboration, sharing expertise and addressing regional challenges faced by museums. Like International Committees, they are not independent legal entities.

Affiliated Organisations (AOs)

The Affiliated Organisations are international associations or councils that may share the interests of museums and museum professionals. They are independent legal entities but participate in ICOM's activities and contribute to the influence of ICOM and its network.



Foundations of Governance

How ICOM's Voting Process Works at the General Assembly

ICOM's voting system is designed to ensure fair representation across our diverse membership structure. Understanding how voting works is essential to participating effectively in ICOM's democratic governance, especially if you are representing your committee and serving in a leadership role.

- **Representation and Voting Rights:** each of ICOM's different membership bodies has designated voting representation. Each National Committee and International Committee has the right to appoint five members to vote on their behalf. Each Regional Alliance has the right to appoint three members, and each Affiliated Organisation has the right to appoint two members to vote on matters requiring member decision-making. This structure ensures that representation is balanced across our different organisational bodies while giving voice to the global museum community at scale.
- **The Electoral Process:** when ICOM holds elections, such as those for the Executive Board, each person holding a vote will place a vote for each of the open roles on the board. This means voters select candidates for multiple positions simultaneously, ensuring comprehensive participation in leadership transitions.
- **Transparency and Clarity:** for detailed information about specific voting procedures, election timelines and comprehensive rules governing the voting process, please refer to [ICOM's Internal Rules, Section 3.2.6](#). These documents provide the complete procedural framework that guides all voting activities across ICOM.

Voting in other contexts differs depending on the Statutes and Internal Rules.



MODULE 1 / Your Role as a Board Member

Foundations of Governance

Effective governance is the driving force behind ICOM's impact. Governance is not simply a framework; it's a collective effort built on trust, transparency and dedication to shared values.

Stepping into your role means embracing both the big picture and the practical details that make excellence possible:

- **Be a Champion of ICOM:** know and champion ICOM's Statutes, Internal Rules and Code of Ethics as the bedrock of everything we do.
- **Engage Wholeheartedly:** participate actively in governance and decision-making processes, using structured frameworks and standard operating procedures (SOPs) to ensure clarity and consistency.
- **Be a Global Voice:** represent the global museum community with professionalism, integrity and a clear sense of purpose, ensuring decisions are evidence-based, transparent and aligned with ICOM's mission.
- **Collaborate Seamlessly:** work collaboratively with the Secretariat and other governance bodies, applying digital tools to support remote collaboration and documentation.
- **Maintain Excellence:** uphold confidentiality and collegiality in all board interactions while ensuring meeting procedures and collaborative governance drive meaningful outcomes.
- **Lead with Purpose:** when organising events or conferences, follow established procedures to ensure consistency, compliance and professionalism that reflects ICOM's standards.

By taking decisions with clarity and a sense of purpose, you play a vital part in ensuring ICOM's mission comes to life – protecting cultural heritage, championing ethical leadership and fostering collaboration throughout the museum community.

Together, we have the power to make a real difference!



Foundations of Governance

Core Governance Documents	
<u>Statutes</u>	These define ICOM's legal structure, governance bodies and decision-making powers. Think of them as the backbone of how ICOM operates.
<u>Internal Rules</u>	These detail ICOM's internal procedures. Consider this your operational manual for smooth collaboration and teamwork.
<u>Code of Ethics</u>	Setting out the ethical expectations and behavioural standards for the museum community, this is your guide to leading with integrity and professionalism.
Practical Operations Support	
<u>Governance Infographic</u>	Structure and decision-making process of ICOM, including dependencies and limitations.
<u>Code of Conduct of the Executive Board</u>	It sets out the principles and practices that will guide the ICOM Executive Board to maintain the high standards of leadership and governance required by the Association.
<u>Guidelines for Professional Practice</u>	Standards of conduct and behaviour that guide the actions of all ICOM Members as well as the Secretariat.



Foundations of Governance

International Leadership Tools	
Manual for International Committees	Aimed at supporting IC Board Members in representing ICOM on the international stage, this is a must-read for advancing ICOM's mission globally.
Guidelines for Elections	These provide clear steps and processes for the election of International Committees Board, ensuring fair and transparent leadership transitions.
International Committees By-Laws	These ensure the promotion and protection of the interests of ICOM and the international museum community.
Practical Operations Support	
Event Manual	Provides guidance on how to create, promote and manage events, including ticketing, registrations and attendee tracking.
Conference Agreement Template	Guidance on how to use the Conference Agreement Template to define responsibilities, outline terms and formalise commitments between organising parties.
Teams Tutorial	Best practices for using Microsoft Teams in line with ICOM guidelines for seamless digital collaboration.



Top Tip

Whenever you're in need of guidance, these documents should be your first port of call. Keep them close, refer to them often, and let them inspire you to push ICOM's mission forward with purpose and passion.



Foundations of Governance

Committee Coordination Framework	
Clear Responsibilities	Roles and responsibilities across all governance bodies have been clearly defined. This ensures everyone understands their part in advancing ICOM's mission and fosters seamless collaboration.
Diversity and Inclusion	ICOM's governance prioritises diversity and regional representation, ensuring its leadership reflects the global museum community and embraces a wide range of perspectives.
Structured Decision-Making Framework	A clear decision-making framework guides governance processes, ensuring decisions are consistent, transparent, and aligned with ICOM's strategic goals.
Standard Operating Procedures	Administrative processes are supported by well-established SOPs, streamlining governance operations and enabling efficient day-to-day functioning.
Continuous Development	Onboarding sessions and regular refresher training keep everyone equipped with the knowledge and tools needed to succeed, setting you up to contribute effectively from day one.



Foundations of Governance



Reflect & Apply

Take a moment to consider these essential questions

1. Do I understand the decision-making processes and meeting protocols used by ICOM?
2. How confident am I in using digital tools to collaborate and document activities?
3. What role do I play in ensuring decisions are transparent, evidence-based and aligned with ICOM's mission?
4. Do I have a clear understanding of the key governance bodies within ICOM and how they work together?
5. In what ways does ICOM's governance structure truly embody its global mission?



Foundations of Governance

Your Action Checklist



1. Governance Foundation

- ✓ Have I reviewed the Statutes, Internal Rules and Code of Ethics?
- ✓ Am I confident in explaining the responsibilities of my Board and how my role fits into it?

2. Operational Readiness

- ✓ Have I explored the Event Manual and Conference Agreement Template for organising events?
- ✓ Have I completed the Teams Tutorial and tested its use for Board collaboration?

3. Strategic Understanding

- ✓ Do I understand how my role supports decision-making and keeps the organisation aligned?
- ✓ Have I identified areas where I can contribute to enhancing governance effectiveness?



Excellent work! You have completed Module 1

Fantastic effort! Now, let's dive into Module 2, where you'll develop the strategic leadership skills that will amplify your impact as a Board member



MODULE 2

Strategic Leadership & Global Vision



MODULE 2 / What you need to know

Strategic Leadership & Global Vision

This module focuses on building leadership confidence, embracing strategic foresight and preparing you to tackle evolving challenges with clarity and vision while keeping ICOM's global museum community at the centre of every decision.

At ICOM, we are all about making a big impact on the global museum community. Strategic leadership it's just about understanding where we are heading; it's about building the confidence and vision to guide others there too. In your new role you are not only expected to grasp ICOM's strategic direction but also to develop as a leader who can inspire, mentor and drive meaningful change across our diverse global network.

Here's what you need to know to excel in both strategic thinking and leadership development:

ICOM's Strategic Framework 2022–2028

- **Global Positioning:** Strengthening ICOM as the authoritative global voice for museums, ensuring our influence reaches every corner of the museum world and beyond.
- **Best Practice in Governance:** Leading by example with transparency, accountability and excellence in governance that other organisations aspire to emulate.
- **Leading a Global Network Through Change:** Supporting museums and museum professionals as they navigate transformation, challenges and opportunities in an ever-evolving cultural landscape.

This strategic framework is more than just a roadmap or a framework – it is our commitment to ensuring museums remain vital, relevant and resilient for generations to come, while amplifying ICOM's impact and maintaining the highest standards of governance excellence.



MODULE 2 / What you need to know

Strategic Leadership & Global Vision

Strategic Implementation & Communication

- Strategic Plan : Strategic priorities are clearly communicated to members and stakeholders through our five-year Strategic Plan.
- Annual Report: These comprehensive reviews highlight our progress, celebrate achievements and honestly address challenges encountered in meeting our strategic goals. They serve as both accountability tools and inspiration for future action.
- Global Alignment: Every initiative, partnership and decision is measured against our strategic objectives and their alignment with the UN Sustainable Development Goals (SDGs), ensuring our impact extends far beyond the museum sector.

Responsibility for overseeing the ICOM Strategic Plan lies with the Executive Board, in consultation with the Strategic Plan Committee (SPC) and Secretariat. Global alignment is overseen by the Executive Board in collaboration with the Secretariat, National and International Committees, and Regional Alliances to ensure ICOM's activities are consistent with its strategic objectives and global commitments.



MODULE 2 / Your Role as a Board Member

Strategic Leadership & Global Vision

Strategic leadership at ICOM means embracing both the big picture and the personal development that makes exceptional leadership possible:

- **Master the Strategic Vision:** Understand ICOM's strategic objectives inside and out, and see how they connect with global movements like the UN Sustainable Development Goals to create meaningful, lasting impact.
- **Champion ICOM Globally:** Be ready to represent ICOM with confidence on the international stage, strengthening partnerships, while articulating our value proposition with clarity and passion.
- **Drive Strategic Progress:** Monitor strategic initiatives actively and ensure that committees and regions stay aligned with larger goals, using your influence to maintain focus and momentum across our diverse network.
- **Lead Through Change:** Support innovation and change management to address critical challenges such as post crisis recovery, climate change, digital transformation and the evolving role of museums in society.
- **Embody Our Values:** Live and breathe ICOM's commitment to transparency, inclusivity and evidence-based decision-making, serving as a role model for others throughout the organisation.
- **Develop Future Leaders:** Engage in ongoing professional development while mentoring emerging leaders, supporting knowledge transfer and fostering a culture of continuous learning and growth.

Strategic governance is what allows ICOM to stay ahead of the curve, adapt to a changing world and be the voice of museums globally. By keeping the big picture in mind and working as a team, we can tackle challenges, seize opportunities and ensure museums remain vital to society for generations to come.



MODULE 2 / Your Role as a Board Member

Strategic Leadership & Global Vision

Leadership Development & Succession Excellence

In your role, you are part of ICOM's leadership pipeline both learning from others and preparing the next generation:

- Professional Growth: Engage actively in ongoing professional development and leadership training, using every opportunity to strengthen your strategic thinking, communication skills and cultural competency.
- Mentorship & Knowledge Transfer: Prepare for succession by mentoring future leaders and supporting robust knowledge transfer practices that ensure institutional memory and continuity across leadership transitions.
- Global Understanding: Develop deep understanding of the sociological composition and diverse needs of ICOM's worldwide membership, ensuring your leadership approach resonates across cultures, regions and museum types.
- Innovation Leadership: Foster a culture of innovation, adaptability and resilience that helps ICOM and its members thrive in the face of constant change and emerging challenges.
- Strategic Communication: Master the art of communicating strategic concepts in ways that inspire action, build consensus and maintain alignment across our global network.



Strategic Leadership & Global Vision

Core Strategic Documents	
Strategic Plan 2022-2028	The comprehensive roadmap that guides all strategic decisions and priorities.
One Page Strategic Plan 2022-2028	A quick-reference guide for communicating.
Annual Reports	Progress updates and performance assessments that inform future strategic decisions.
Leadership Development Resources	
IC Manual	Comprehensive guidance for International Committee leadership and operations.
ICWG Webinar 1	Professional development insights and best practices for committee leadership.
ICWG Forum for Future of ICs	Forum for Future of ICs: Strategic discussions about the evolution and future of International Committees.

These IC resources are also appropriate for all ICOM board members, as they address leadership and governance topics relevant across the organisation.



Strategic Leadership & Global Vision

Strategic Leadership Framework	
Visionary Thinking	Leaders who can see beyond current challenges to identify emerging opportunities and long-term possibilities for impact.
Cultural Intelligence	Leadership that embraces and leverages diversity, ensuring decision-making reflects the full spectrum of ICOM's global community.
Adaptive Strategy	Flexible approaches that can respond to changing circumstances while maintaining focus on core objectives and values.
Collaborative Excellence	Leadership that builds bridges, creates consensus and inspires collective action across different committees, regions and stakeholder groups.
Evidence-Based Decision Making	Strategic choices grounded in solid data, member feedback and careful analysis of global trends affecting museums.



Top Tip

Strategic leadership is both an art and a skill that develops over time. Embrace every opportunity to learn from other leaders, engage with diverse perspectives and practice communicating complex ideas simply. Your growth as a strategic leader directly enhances ICOM's ability to achieve its global mission



Strategic Leadership & Global Vision

Take a moment to consider these essential questions



Reflect & Apply

1. Do I feel prepared to take on leadership responsibilities within ICOM?
2. What leadership qualities do I already bring, and which ones do I want to strengthen further?
3. How effectively do I support succession planning and knowledge transfer in my committee or region?
4. Do I truly understand ICOM's three focus areas and how my role drives them forward?
5. How does my leadership contribute to global priorities such as sustainability, diversity, decolonisation and digital transformation?
6. Which partnerships or networks should I be supporting to help achieve our strategic goals?



Strategic Leadership & Global Vision

Your Action Checklist



1. Strategic Basis:

- ✓ Have I thoroughly reviewed the Strategic Plan 2022–2028 and its one-page summary?
- ✓ Have I studied recent Annual Reports to understand progress and current challenges?

2. Leadership Development:

- ✓ Have I reviewed the IC Manual and explored the ICWG Forum for leadership insights?
- ✓ Have I explored opportunities for my own professional development or strategic training?
- ✓ Have I identified emerging leaders I can mentor or support in their development?

3. Strategic Engagement:

- ✓ Have I identified specific ways my role advances ICOM's global strategic priorities?
- ✓ Can I articulate ICOM's strategic vision clearly to diverse audiences?

4. Leadership Impact:

- ✓ Who can I connect with to support my continued leadership journey?
- ✓ What is one concrete action I will take this month to grow as a strategic leader within ICOM?
- ✓ How am I contributing to building leadership capacity in others?



Excellent work! You have completed Module 2

Your strategic leadership journey is well underway!

Now, let's advance to Module 3, where you will master the ethical foundations and policy frameworks that ensure ICOM's integrity and compliance across our global operations.



MODULE 3

Ethics, Compliance & Policy Mastery

ICOM operates across a diverse global landscape, where members and committees are subject to a variety of national laws and professional standards. While ICOM's policies – such as data protection (aligned with the GDPR) and financial regulations (in accordance with French law) – set out minimum expectations for all, it is important to recognise that local requirements may sometimes differ. Members and committees should always ensure they comply with both ICOM's standards and any applicable laws in their own countries. This module provides a practical framework for ethical leadership and compliance, supporting you to act with integrity and confidence wherever you are.



MODULE 3 / What you need to know

Ethics, Compliance & Policy Mastery

You will explore building trust through ethical decision-making, understanding key governance documents and ensuring policy awareness across diverse jurisdictions – all while upholding the shared values that define ICOM's leadership approach.

At ICOM, ethical leadership and operational compliance are not separate responsibilities, they are two sides of the same coin that ensure our organisation's integrity, trustworthiness and effectiveness. As a Board Member, you are entrusted with upholding the highest standards, creating a culture where ethical excellence and procedural rigour work hand in hand to advance ICOM's mission. This means not only embodying our values in every decision but also ensuring that all operational aspects, from financial management to data protection, meet the highest professional standards.

ICOM's Ethical Framework

Our ethical framework is built on core principles that guide every aspect of leadership:

- **ICOM's Code of Ethics:** This foundational document sets the standard for ethical behaviour, integrity and professionalism across the entire museum community. It is not just a guide – it is our commitment to the public trust placed in museums worldwide.
- **Executive Board Code of Conduct:** Specifically designed for the Executive Board, it details the expected behaviours and responsibilities that ensure Board Members model the highest standards of governance excellence.
- **Core Values in Action:** Board Members are expected to actively champion ICOM's values of diversity, inclusion, transparency and accountability, not just in words, but through every action and decision.
- **Ethical Leadership:** Lead by example in ethical decision-making, conflict of interest management and promoting a culture of respect, collegiality and open dialogue within the board and wider ICOM community.
- **Mission Alignment:** Ensure all actions and decisions reflect ICOM's mission and honour the public trust placed in museums as guardians of cultural heritage.

This ethical foundation is not just about compliance – it is about building the trust and credibility that allows ICOM to be a powerful voice for museums globally.



MODULE 3 / Your Role as a Board Member

Ethics, Compliance & Policy Mastery

You will explore building trust through ethical decision-making, understanding key governance documents and ensuring policy awareness across diverse jurisdictions, all while upholding the shared values that define ICOM's leadership approach.

Compliance & Operational Excellence

Your role includes ensuring ICOM's operational compliance across all critical domains:

- **Financial Integrity:** Ensure strict adherence to ICOM's Financial Regulations while applying best practices in budgeting, reporting and responsible fund management. This includes overseeing committee finances and ensuring transparent, accountable use of resources.
- **Data Protection & Privacy:** Understand and rigorously apply data protection policies, including GDPR compliance. Safeguarding member data is not just legal compliance – it is fundamental to maintaining trust.
- **Document Management Excellence:** Oversee implementation of robust policies on document retention and archiving, ensuring institutional memory is preserved while meeting legal requirements across different jurisdictions.
- **Governance Process Integrity:** Support transparent, fair governance by applying the Guidelines for Elections and the By-laws of the International Committees with consistency and precision.
- **Continuous Monitoring:** Champion compliance through regular audits, structured reporting mechanisms and proactive procedures that identify and address potential issues before they become problems.
- **Accountability Leadership:** Promote clarity and responsibility by ensuring all board actions align with legal, ethical and professional standards while maintaining the highest levels of transparency.



Ethics, Compliance & Policy Mastery

Ethical Framework documents	
ICOM Code of Ethics	Foundational principles for ethical behaviour across the museum community.
Code of Conduct	Comprehensive guide detailing expected behaviours and responsibilities for board members.
Financial Compliance Tools	
Financial Regulations	Complete governance framework for financial management of International Committees and Regional Alliances.
Financial Good Practice	Practical guidance for financial management of International Committees.
Data management systems	
IRIS User Guide for International Committees	Comprehensive manual for using ICOM's member management system, covering everything from membership applications to payment processing.
Documentation & Archives	
Archives Guidelines	Comprehensive recommendations for committees on document retention and historical preservation.
Archives Memo	Essential rules and practical guidance form committee archive management.



Ethics, Compliance & Policy Mastery

Governance Process Resources	
Guidelines for Elections	Transparent procedures ensuring fair and democratic leadership transitions.
IC By-laws	Legal framework governing committee operations and compliance.
Guidelines for Standing Committees and Working Groups	Comprehensive information on the functions and operations of advisory committees to the Executive Board.
Charter of Commitment SCWG	Responsibilities of Standing Committees and Working Groups.
Integrated Ethics & Compliance	
<ul style="list-style-type: none"> • Values-Based Compliance: All policies and procedures are grounded in ICOM’s core values, ensuring compliance supports rather than undermines our ethical commitments. • Transparency & Accountability: Open communication about both ethical standards and compliance requirements, with clear reporting mechanisms and regular updates to the community. • Cultural Sensitivity: Recognition that ethical and legal requirements may vary across jurisdictions, with frameworks flexible enough to respect local contexts while maintaining global standards. • Continuous Improvement: Regular review and updating of both ethical guidelines and compliance procedures based on emerging challenges, member feedback and best practice evolution. • Risk Management: Proactive identification and mitigation of both ethical and compliance risks through structured assessment and monitoring processes. 	



Top Tip

Ethics and compliance work best when they are woven into the fabric of everything you do rather than treated as separate checklist items. Approach every decision by asking: “Does this uphold our values AND meet our procedural standards?” When both answers are yes, you are modelling the integrated excellence that makes ICOM the trusted global leader of the museum community.



Ethics, Compliance & Policy Mastery



Reflect & Apply

Consider these essential questions for ethical and compliance excellence:

1. Do I understand the ethical expectations outlined in ICOM's Code of Ethics and Code of Conduct?
2. How do I personally embody values like transparency, inclusion and accountability in my leadership?
3. What ethical dilemmas might arise in my role, and how would I handle them with both integrity and proper procedure?
4. Do I understand the key compliance areas I am responsible for: finance, data protection, elections, archives?
5. How confident am I in applying ICOM's policies and procedures consistently in my role?
6. What risks or gaps might exist in my current understanding of both ethics and compliance?



Ethics, Compliance & Policy Mastery

Your Action Checklist



1. Ethical Framework:

- ✓ Have I thoroughly reviewed the ICOM Code of Ethics?
- ✓ Can I identify potential conflicts of interest in my current roles or affiliations?
- ✓ Do I understand how to promote ethical leadership within my Committee or region?

2. Compliance Excellence:

- ✓ Have I reviewed the Financial Regulations?
- ✓ Can I explain how ICOM ensures transparency and accountability across its Committees?
- ✓ Have I identified any areas where my Committee may need compliance support or clarification?
- ✓ Do I understand my role in overseeing financial, data protection and procedural compliance?



Ethics, Compliance & Policy Mastery

Your Action Checklist



3. Integration & Application:

- ✓ Can I demonstrate how ethical principles guide compliance decisions in practice?
- ✓ Do I know who to contact for help with ethical or compliance concerns?
- ✓ Do I know how to access all relevant ethics and compliance resources when needed?

4. Continuous Development:

- ✓ What is one action I will take this month to strengthen ethical leadership in my area?
- ✓ What is one action I will take this month to improve compliance?
- ✓ How will I promote integrated ethics and compliance excellence among colleagues?



Outstanding work! You have completed Module 3

You are building a strong foundation of integrity and excellence! Now, let's progress to Module 4, where you will develop the cultural intelligence and collaborative skills essential for leading effectively across ICOM's diverse global community.



MODULE 4

Cultural Leadership & Inclusive Collaboration



MODULE 4 / What you need to know

Cultural Leadership & Inclusive Collaboration

ICOM's strength lies in its incredible diversity, a global tapestry woven from different cultures, languages, regions and perspectives that span the entire spectrum of museum practice. As a leader, you are not just working within this diversity, you are actively shaping how it becomes a source of innovation, collaboration and mutual enrichment. This means mastering the art of inclusive leadership while building the volunteer engagement skills that power ICOM's mission.

Your success depends on creating environments where every voice is heard, every contribution is valued and every cultural perspective strengthens our collective impact.

The Power of Volunteer Leadership

Volunteers are the beating heart of ICOM's governance and programme delivery, bringing passion, expertise and dedication that makes our global reach possible:

- **Understanding Your Volunteer Commitment:** your work as a volunteer on an ICOM Board or Committee represents a significant commitment of time and expertise throughout your term in office. The time commitment will vary considerably depending on the size and scope of your board or committee and the strategic priorities during your term.
- **Typical Volunteer Responsibilities Include:**
 - regular board meetings
 - preparation time for materials
 - working group participation and ongoing communication with fellow board members
 - event planning
 - strategic planning sessions
 - annual reporting



MODULE 4 / What you need to know

Cultural Leadership & Inclusive Collaboration

Volunteer energy, expertise and commitment transform our vision into reality across every corner of the museum world.

- Before accepting a volunteer leadership position, consider: can you commit to the full mandate without foreseeable interruptions? Do you have support from your employer or institution to dedicate time to ICOM governance? Are you prepared for periods when time demands may increase?
- This commitment is an investment in your professional development, offering opportunities to build global networks, enhance leadership skills and contribute meaningfully to the museum community you care about. Transparency about expectations from the start ensures that voluntary leadership remains both sustainable and rewarding throughout your term. If you have questions about time commitment for a specific role, please reach out to current board members or ICOM's Secretariat for candid conversations about what to expect.
- Volunteer Excellence Framework: Board members are responsible for supporting, recognising and engaging volunteer leaders across committees and regions, ensuring they have everything needed to succeed and thrive in their roles.
- Clear Role Definition: establish and communicate precise roles and responsibility for volunteers, creating clarity that empowers rather than constrains their contributions.
- Inclusive Management Practices: promote volunteer management approaches that embrace diversity, accommodate different working styles and create opportunities for meaningful participation regardless of background or location.
- Comprehensive Support Systems: ensure volunteers receive thorough onboarding, ongoing training and consistent recognition that reflects the true value of their contribution to ICOM's mission.
- Collaborative Culture: foster an environment of mutual respect between volunteers and staff, where different perspectives are not just welcomed but actively sought out and integrated into decision-making processes.



MODULE 4 / What you need to know

Cultural Leadership & Inclusive Collaboration

Communication with ICOM Members: Your Core Responsibility

As a Board Member, you serve the members of ICOM, whether they are individual professionals, museum institutions or regional networks. Your primary role is to represent their interests, communicate transparently about board decisions and ensure that members understand how their voices shape ICOM's direction. Member communication isn't an afterthought – it's central to effective governance. Board members who fail to communicate effectively with their constituents create disconnects that erode trust, reduce engagement and undermine the democratic principles that make ICOM's governance meaningful. Whether you're a chair representing your Committee globally or a board member supporting regional engagement, communication is a core responsibility that distinguishes excellent governance from merely adequate administration.

Your communication responsibilities include:

- **Regular Updates:** informing members about board decisions, strategic initiatives and how their feedback has influenced governance outcomes. This means translating complex board discussions into clear, accessible communications that help members understand ICOM's direction.
- **Accessibility:** creating multiple channels for members to connect with you, ask questions and raise concerns. This includes email responsiveness, regional meetings and virtual forums that accommodate different time zones and communication preferences.
- **Transparency:** explaining not just what decisions were made, but why they were made. Members deserve to understand the reasoning behind governance choices, especially when decisions affect them directly.
- **Feedback Loops:** actively soliciting member input on key issues and demonstrating how that feedback informed board deliberations. This closes the communication circle and shows members their voices genuinely matter.
- **Accountability:** being willing to explain your board's performance, acknowledge challenges and discuss how ICOM is addressing member concerns. Honest communication builds credibility far more effectively than perfect messaging ever could.
- **Remember:** members are not passive stakeholders in ICOM's work, they are the organisation's foundation and your greatest asset as a leader. The time you invest in clear, consistent, transparent communication strengthens ICOM's mission, deepens member engagement and creates the trust that makes strong governance possible.



MODULE 4 / What you need to know

Cultural Leadership & Inclusive Collaboration

Cross-Cultural Leadership

ICOM's global network spans diverse cultures, languages and regions, requiring sophisticated cultural intelligence:

- **Cross-Cultural Understanding:** actively promote understanding and collaboration across cultural boundaries, recognising that diversity of thought and approach strengthens every initiative and decision.
- **Regional Balance & Equity:** acknowledge and actively address regional imbalances in representation and resources, working to ensure ICOM's benefits and opportunities are accessible to all members regardless of location.
- **Inclusive Communication:** champion communication and decision-making practices that transcend cultural and linguistic barriers, ensuring every member can participate meaningfully in ICOM's activities.
- **Representation Excellence:** encourage and facilitate participation from underrepresented regions and groups, creating pathways for emerging voices to contribute to ICOM's leadership and direction.
- **Learning Culture:** foster environments of mutual respect and continuous learning across cultural boundaries, where differences become sources of strength rather than division.
- **Global Perspective:** understand that effective global leadership requires not just tolerance of differences but active curiosity about and appreciation for the unique contributions each culture brings to the museum community.

This cultural leadership isn't just about managing diversity - it's about unleashing the creative potential that emerges when different perspectives collaborate toward shared goals.



Cultural Leadership & Inclusive Collaboration

Volunteer Development Resources	
How to join an IC	Guidance for regular members interested in joining an International Committee. Not intended for board or committee leadership applications.
ICWG Webinar 1 (Introduction)	Professional development insights specifically focused on leadership and volunteer engagement within International Committees <i>Please note: This resource is an initial version and may be updated for clarity and completeness in the future.</i>
ICWG Forum for Future of ICs	Strategic discussions about the evolution and future of International Committees.
Communication Tools	
ICOM Graphic Chart	ICOM visual identity including logos and fonts in different alphabets.
ICOM Publishing manual	It assists the ICOM network in designing and distributing its many publications, both print and digital with a set of practical explanatory chapters that can be used in all steps of the publishing process, consistent with ICOM's identity and standards.



Cultural Leadership & Inclusive Collaboration

Integrated Leadership & Engagement Framework

ICOM's approach to cultural leadership and volunteer engagement operates through interconnected principles:

- Inclusive Excellence: leadership approaches that do not just accommodate diversity but actively leverage it to achieve better outcomes and more innovative solutions.
- Volunteer Empowerment: systems and practices that give volunteers real agency, meaningful roles and genuine influence in shaping ICOM's direction and activities.
- Cultural Bridge-Building: active efforts to connect different cultural perspectives, creating opportunities for mutual learning and collaborative problem-solving.
- Equity & Access: ongoing commitment to identifying and removing barriers that prevent full participation, whether they are technological, linguistic, cultural or resource-related.
- Recognition & Celebration: robust systems for acknowledging and celebrating contributions from volunteers and regional representatives, ensuring their efforts are visible and valued.
- Adaptive Communication: flexible communication strategies that can effectively reach and engage diverse audiences while maintaining ICOM's professional standards and values.



Top Tip

The most effective cultural leaders are curious learners who approach every interaction with genuine interest in understanding different perspectives. Don't just manage diversity – champion it, learn from it, and help others see how cultural differences strengthen rather than complicate our collective work. Remember: every volunteer brings unique gifts, and every cultural perspective offers insights that can enhance ICOM's global impact.



Cultural Leadership & Inclusive Collaboration



Reflect & Apply

Consider these essential questions for cultural leadership and volunteer engagement excellence:

1. Do I understand the crucial role volunteers play in ICOM's governance and programme delivery?
2. How do I currently support and engage volunteer leaders in my committee or region?
3. What barriers might prevent effective volunteer participation, and how can I help address them?
4. Do I understand the cultural and regional diversity within ICOM's global network?
5. How effectively do I promote inclusive communication and decision-making in practice?
6. What challenges might arise when collaborating across cultures or regions, and how can I navigate them constructively?



Cultural Leadership & Inclusive Collaboration

Your Action Checklist



Volunteer Excellence Foundation:

- ✓ Have I reviewed the guidance on how to join an International Committee?
- ✓ Have I identified specific opportunities to improve onboarding, training or recognition for volunteers in my area?
- ✓ Can I clearly outline the roles and responsibilities of volunteers within my area of work?
- ✓ Do I understand how to create inclusive and supportive volunteer management practices?

Cross-Cultural Collaboration Mastery:

- ✓ Have I explored the ICWG Forum and Webinar resources to understand effective regional engagement strategies?
- ✓ Can I identify any gaps in representation or participation within my committee or region?
- ✓ Do I understand how to promote cross-cultural understanding and learning in my leadership role?



Cultural Leadership & Inclusive Collaboration

Your Action Checklist



Communication & Engagement Excellence:

- ✓ Have I assessed language barriers, cultural differences and communication challenges in my area of responsibility?
- ✓ Do I understand how to use ICOM's communication tools to reach diverse audiences effectively?
- ✓ Can I demonstrate inclusive decision-making practices that engage different cultural perspectives?

Continuous Development & Action:

- ✓ Who can I collaborate with to strengthen volunteer engagement and cross-cultural dialogue?
- ✓ What is one action I will take this month to support or recognise volunteer contributions meaningfully?
- ✓ What is one action I will take this month to promote equitable participation across ICOM's network?
- ✓ How will I continue developing my own cultural competency and inclusive leadership skills?



Exceptional work! You have completed Module 4 – you are becoming a truly inclusive global leader!

Now, let's advance to Module 5, where you will master the oversight, performance and resilience skills that ensure ICOM's long-term sustainability and institutional strength.



MODULE 5

Oversight, Performance & Organisational Resilience



MODULE 5 / What you need to know

Oversight, Performance & Organisational Resilience

You will develop skills to identify and manage challenges, measure impact, ensure accountability to the global membership and build leadership continuity – all crucial for maintaining ICOM’s institutional strength and adapting to an evolving museum landscape.

As a Board Member, you are not just governing ICOM today – you are stewarding its future. In an increasingly complex global environment where museums face unprecedented challenges, your role extends beyond day-to-day governance to encompass strategic risk management, performance excellence and building the institutional strength that will allow ICOM to thrive for generations to come. This means developing sophisticated skills in anticipating changes, measuring impact and ensuring seamless leadership transitions that preserve institutional knowledge while embracing necessary evolution.

Strategic Risk Management

ICOM takes a comprehensive approach to risk management, proactively identifying and addressing reputational, financial, geopolitical and operational risks across the organisation. As a Board Member, you play an active part in this process. You are expected to:

- Stay alert to complex situations such as reputational risks, such as sensitive issues around decolonisation, repatriation and changing museum practices, helping to maintain ICOM’s authority and credibility as the global voice for museums.
- Monitor financial risks by ensuring responsible budgeting and transparent fund management within your area of responsibility, contributing to ICOM’s overall financial health.
- Be aware of geopolitical and operational risks, including regional instabilities and political pressures that may impact ICOM’s independence and effectiveness.
- Support accountable fund management and risk oversight, recognising that these are shared responsibilities throughout the global network.

By remaining vigilant and upholding ICOM’s standards in your role, you help ensure the organisation’s resilience, credibility and long-term success.



MODULE 5 / What you need to know

Oversight, Performance & Organisational Resilience

- **Governance Risk Prevention:** challenge the perception that ICOM is an «exclusive club» by actively promoting diverse leadership with balanced regional and cultural representation, including younger professionals and emerging voices alongside experienced museum leaders.
- **Operational Risk Management:** ensure resilience in volunteer-dependent operations, international coordination across time zones and maintaining engagement during global disruptions or crises.

Risk management is not about avoiding all challenges: it is about being prepared to navigate them with wisdom, transparency and strategic thinking that protects ICOM's mission and values.

Performance Excellence & Accountability

Move from administrative monitoring to strategic performance management:

- **Strategic Performance Metrics:** develop and implement performance indicators that go beyond administrative measures to assess real impact, member engagement quality, global representation equity, policy influence effectiveness and mission advancement across different regions and committee types.
- **Impact Measurement:** create comprehensive frameworks for measuring ICOM's influence on museum practices, professional development, cultural heritage protection and global museum community strengthening.
- **Member Accountability Systems:** enhance existing annual reporting and committee structures with more robust feedback mechanisms, regular member surveys and transparent communication about challenges, successes and future directions.
- **Board Effectiveness Enhancement:** develop comprehensive evaluation of board performance, strategic decision-making effectiveness and alignment with member needs and global museum community priorities.
- **Continuous Improvement Culture:** foster organisational learning that uses performance data to inform strategic decisions, identify improvement opportunities and adapt to changing global contexts and member expectations.
- **Transparency Excellence:** ensure all performance data, challenges and improvement efforts are communicated openly to members, building trust through honest assessment and clear commitment to continuous enhancement.



MODULE 5 / What you need to know

Oversight, Performance & Organisational Resilience

Succession Planning & Leadership Continuity

Build robust systems that ensure ICOM's institutional strength transcends individual leadership transitions:

- **Strategic Succession Framework:** develop comprehensive succession planning that goes beyond current term limits to include leadership pipeline development, mentorship programs and systematic knowledge transfer processes.
- **Knowledge Management Excellence:** create systems that capture, preserve and transfer institutional knowledge, ensuring that organisational wisdom and relationship networks survive leadership changes without disruption to ICOM's effectiveness.
- **Diverse Leadership Development:** actively cultivate emerging leaders from different professional backgrounds, generations and global regions, ensuring ICOM's leadership reflects the full spectrum of museum professionals rather than just senior executives.
- **Mentorship & Capacity Building:** establish formal mentorship programs that connect experienced leaders with emerging professionals and create pathways for underrepresented voices to develop governance expertise.
- **Institutional Memory Preservation:** implement robust documentation and knowledge-sharing practices that ensure critical relationships, lessons learned and strategic insights are available to future leadership generations.
- **Leadership Transition Excellence:** design smooth processes that maintain organisational momentum while allowing new leaders to bring fresh ideas and innovative approaches to governance challenges.



Oversight, Performance & Organisational Resilience

Organisational Resilience

ICOM's resilience depends on several interconnected capabilities:

- Adaptive Governance: leadership structures flexible enough to respond to changing global contexts while maintaining core values and strategic focus.
- Cultural Evolution: ability to embrace necessary changes in museum practice and leadership while preserving institutional knowledge and relationship networks.
- Stakeholder Confidence: maintaining trust and engagement across diverse global membership through transparent communication, inclusive decision-making and consistent value delivery.
- Innovation Integration: balancing respect for museum traditions with openness to new approaches, emerging professionals and evolving best practices.
- Crisis Navigation: proven capabilities for managing controversial issues, geopolitical challenges and internal disagreements while maintaining organisational unity and public credibility.
- Future Readiness: systems and leadership capabilities that can anticipate and prepare for emerging challenges in the global museum landscape.



Top Tip

The strongest organisations are those that can honestly assess their weaknesses while building on their strengths. Do not shy away from difficult conversations about performance, succession or sensitive issues; instead, lead these discussions with transparency, inclusivity and commitment to continuous improvement. Remember: institutional resilience comes from facing challenges head-on rather than avoiding them.



Oversight, Performance & Organisational Resilience

Reflect & Apply

Consider these essential questions for oversight, performance and resilience excellence:



1. Do I understand the major risks ICOM faces and how my role contributes to managing them effectively?
2. How can I help transform ICOM's performance measurement from administrative to strategic impact focus?
3. What barriers prevent diverse professionals from accessing leadership opportunities, and how can I help address them?
4. How effectively does ICOM currently manage sensitive issues for the museum community?
5. What knowledge or relationships might be lost during leadership transitions, and how can we preserve them?
6. How can I contribute to building ICOM's reputation as an inclusive, forward-thinking organisation rather than an old, traditional power circle?



Oversight, Performance & Organisational Resilience

Your Oversight & Resilience Action Checklist



Risk Management Excellence:

- ✓ Have I identified the key risks in my area of responsibility and developed mitigation strategies?
- ✓ Do I understand how to manage reputational risks while navigating sensitive cultural and political issues?
- ✓ Can I recognise early warning signs of geopolitical challenges or governance threats?
- ✓ Have I assessed the volunteer dependency risks in my committee or region?

Performance & Accountability Mastery:

- ✓ Have I reviewed current performance metrics and identified opportunities for more strategic measurement?
- ✓ Do I understand how to use member feedback and engagement data to improve organisational effectiveness?
- ✓ Can I contribute to more transparent and comprehensive reporting to the global membership?
- ✓ Have I participated meaningfully in Board effectiveness evaluation processes?



Oversight, Performance & Organisational Resilience

Your Oversight & Resilience Action Checklist



Succession & Knowledge Management:

- ✓ Have I identified potential emerging leaders I can mentor or support in my area?
- ✓ Does my Board/Committee have systems for documenting and transferring critical institutional knowledge?
- ✓ Can I contribute to creating more diverse leadership pipelines that include younger professionals?
- ✓ Have I assessed knowledge transfer risks in my committee or region?

Resilience & Future Readiness:

- ✓ Do I understand how to navigate controversial issues while maintaining organisational unity?
- ✓ Can I contribute to addressing perception challenges and promoting inclusive leadership?
- ✓ Have I identified ways to strengthen ICOM's adaptability to changing global museum landscapes?

Continuous Development & Action:

- ✓ What is one action I will take this month to strengthen risk management in my area?
- ✓ What is one action I will take this month to support succession planning or leadership development?
- ✓ How will I contribute to building ICOM's long-term institutional resilience and strength?



Outstanding achievement!

You have completed Module 5 – you are now equipped with the oversight and resilience skills essential for institutional stewardship!



Congratulations on completing all five modules of your ICOM governance onboarding journey!

You have built a comprehensive foundation spanning governance operations, strategic leadership, ethical excellence, cultural collaboration and institutional resilience. You are now ready to lead with confidence, integrity and vision as you contribute to ICOM's vital mission of strengthening the global museum community.

As your leadership journey continues, use these modules as your ongoing reference guide, and remember that exceptional governance is about continuous learning, authentic collaboration and unwavering commitment to ICOM's values and global impact.