

York Museums Trust Museum Development Yorkshire

Museums Development Yorkshire Support 2019-20

Front of House Cohort

After two very successful years we will again be running the programme as a cohort or learning group of museums. This is open to both non-NPO and NPO museums alike. All of the participants will receive training and non-NPO museums will access additional mentoring.

Important Commitment for ALL Participant Museums

We ask that a lead individual from each institution commits to attending every session. This is to ensure consistency, to lead on the action planning and to be the contact for the mentoring - if applicable. We believe that this opportunity would benefit from the lead representative being accompanied by at least one other relevant staff member. In previous years this has been the Head of Front of House, working with a member from their team.

Programme

- Mixture of workshops and individual mentoring involving a variety of learning styles
- Four whole-day workshops, spread across the year – dates to be agreed by cohort members
- Action learning in between the workshops
- All non-NPOs will be assigned a mentor, who will visit them on site and provide feedback, support and recommendations

Workshops

1. Valuing your Visitor

This first workshop will cover Front of House essentials, thinking about barriers to interaction, the visitor journey and upselling strategies for encouraging secondary spend

2. Understanding your Visitor

A focus on dealing with difficult situations and the importance of gathering, listening to and acting on feedback either on site or via methods such as Trip Advisor

3. Developing Tours

Based at one of the cohort member museums, this practical day will focus on developing formal and informal tours and improving general interaction with visitors in the galleries.

4. Making everyone feel safe and welcome

This workshop will focus on two important themes. In the morning we will look at security. Delegates will assess the skills necessary to create the right balance between providing a professional welcome whilst being vigilant. In the afternoon we focus on understanding the needs of visitors with disabilities.

Expected outcomes from the work include:

- Museums have increased confidence in regard to customer facing work with specific goals, developed by each museum.
- Museums will have tools to better communicate with visitors and proactively seek and use customer feedback.
- Museums to understand the importance of excellent internal communications and working environment in the delivery of front of house services.
- Museums can identify how excellent customer service is demonstrated in the heritage sector and how it impacts on the bottom line
- Participants have increased skills in providing a high quality experience in a range of situations for their visitors

Workshop outlines

Workshop 1 - Valuing your visitor

Aim

To understand, develop and instill the necessary skills and attitude required to ensure that all visitors receive a positive, professional and consistent level of service at every part of the visitor interaction (the Customer Journey) whilst also looking at visitor focused strategies to increase visitor spend.

Workshop Outline

The workshop will be delivered using innovative styles and methods of delivery. It will be highly interactive.

Topics include:

- Our visitors – VIPS- putting them at the centre of our organisation, their expectations and needs
- The visitor journey – excellence at every step
- Service excellence where do we excel or fall short?
- Defining excellent and consistent customer service and how important is it to our visitors?
- The importance of creating 'visitor rapport' through positive interaction
- What and how can we increase secondary spend the benefits and ways in which it can enhance the visitor experience.
- Creation of personal action plans

Workshop 2 - Understanding your visitors

Aim

To give Museum and Gallery customer facing staff the necessary understanding, skills and knowledge required to deal with difficult/problem situations/customers. This could be in the workplace either face to face, over the telephone or written. We will focus on the appropriate methods that ensure visitors remain loyal and are retained.

Workshop Outline

A participant guide will be created to be used for notes and as an 'aide memoire', not something to be worked through page by page during the workshop.

Topics include:

- Complaint handling - defining line of visitor service excellence – why?
- Understanding and determining the importance of empowerment when handling complaints
- Understanding and defining causes of customer frustration/anger.
- The importance of effective and positive communication skills in complaint handling
- Pre-empting customer anger – organisation wise and personally
- Problem solving with specific Museum/Galleries scenarios session
- Dealing with the frustrated/angry customers
- Tips and techniques for implementation in the workplace
- Personal and workplace action planning

Workshop 3: Tours - Journeys undertaken for pleasure...

Aim

This session is designed to give practical skills and a methodology to museums wishing to develop tours, and a refresher to those who already offer them. To offer confidence and ideas to improve interpretation and interactions with visitors.

Workshop outline

By the end of the session, participants will be able to recognise what makes a great story, then turn that story into an engaging well-structured tour. Participants will deliver a short tour to the group. The trainer will demonstrate techniques to encourage the deeper interaction of visitors with objects. Everyone will be encouraged to consider their provision, in regard to resources aimed at a variety of audiences including adults, children and families

Topics include:

- Why tell stories?
- The importance of emotional impact
- Turning a story into a structured tour
- Techniques for linking the story to the place
- Managing groups of varied types of people
- Ad hoc tours
- Delivery techniques

Workshop 4: Making everyone feel safe and welcome

Aim:

This session will focus on both understanding the needs of visitors with disabilities and ensuring that everyone enjoys a safe visit. In the morning we will consider security and how that impacts on the visitor experience. Whilst the afternoon session will be led by Access Consultant, Phil Chambers. Both sessions will include visits to the galleries and practical activities. By the end of the workshop participants will have an increased understanding of the needs of a variety of different visitors. Delegates will have more confidence in providing appropriate service that establishes a good welcome, provides a safe visit and encourages an enthusiastic return!

Topics include:

- The important link between security and Front of House
- Providing accessible information to all
- Appropriate and effective communication skills
- Understanding the different requirements of varied audiences

Any Questions?

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