

Aligning EMMA

One of the most important functions of strategic planning is to align the structure by which a museum achieves its **ENDS** through **MEANS, MEASURES and ACTIONS (EMMA)**. The **EMMA** structure also corresponds to the time frames for short- and long-term decision making and **Actions** that support **Goals and Objectives** in service to the **Mission and Vision** over a defined time span.



Successful organizations are most often strategic, driving from the **ENDS** down. They will change Means, Measures and the Action System to achieve the **ENDS**.

Others are driven from the bottom which means the organization is operationally focused and probably bureaucratic. These organizations may experience difficulty in changing their Action System, Measures and Means when barriers to achieving the **ENDS** arise.

All organizations can learn to align EMMA for the greatest positive effect on achieving their Goals and ultimately their Missions.

Thanks to Will Phillips of QM2 for the original conversation, upon which I have elaborated.

Defining Partnerships

Partnerships might be based on the following kinds of relationships:

- **Program Partners** are those with whom your organization might develop educational, promotional or developmental programs to further its Mission, expand the quality and scope of programs, and extend its reach to additional audiences.
- **Sponsor or Funding Partners** are those with whom your organization might develop relationships to provide funding for special projects to further specific parts of its Mission, such as facility development, public outreach, educational or informational activities, or preservation activities.
- **Training Partners** are those with whom your organization might develop programs for the professional development of its staff in the areas of museology, technical expertise, marketing, customer service, and other pertinent disciplines for the advancement of organizational capabilities.
- **Contracting Partners** are those with whom your organization might develop a fee for service relationship to provide quality products such as exhibits and educational programs, archaeological excavations, or historic preservation services.

