



Flanders  
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the Art

# SHIFTING MENTALITY IN THE PUBLIC HERITAGE ADMINISTRATION

Case: Flemish Agency for Immovable Heritage



# Outline

## BACKGROUND

- ▶ **Messages to the Flemish immovable heritage administration**
- ▶ **Our approach**

## DISCUSSION

- ▶ **What's happening in your country?  
Are there any similarities?**
- ▶ **What do you think about our approach so far?  
Do you have any suggestions or advice?**

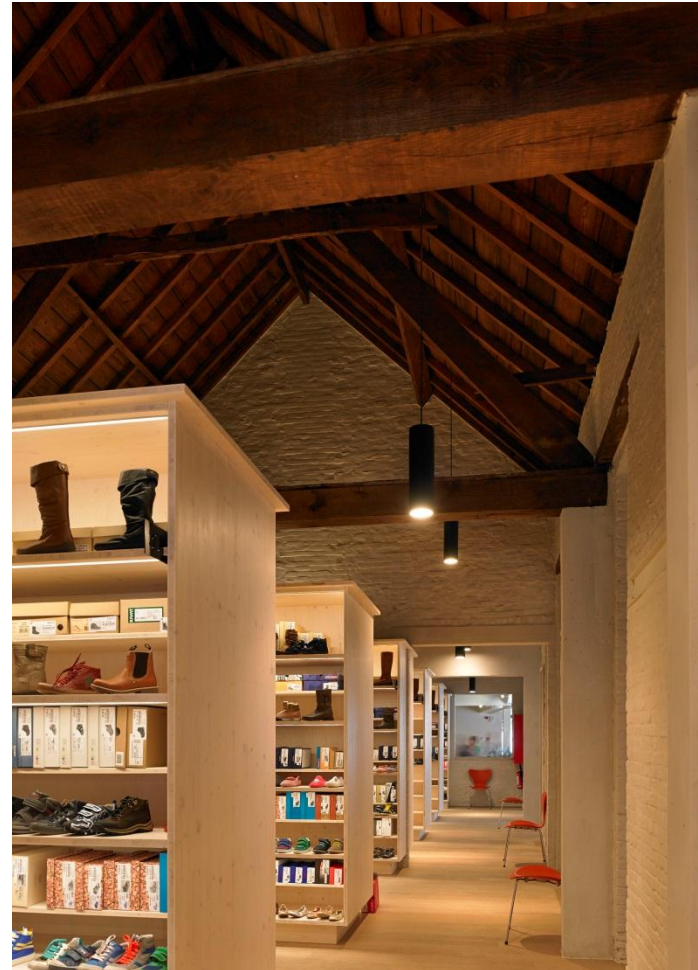
## OUTCOMES

- ▶ **Tips and tricks**
- ▶ **Good examples**

# Flemish Agency for Immovable Heritage

## Some facts and figures

- ▶ **Government administration**
- ▶ **Responsible for heritage policy, heritage inventory and protection, financial (subsidies) and practical assistance to owners in preserving immovable heritage**
- ▶ **300 employees**
  - **Researchers**
  - **Policy-makers**
  - **Heritage consultants**



# Trigger: messages

- ▶ In the press, from the minister, complaints (both official and semi-official), in parliament, from colleagues, from local authorities... and even in the Coalition Agreement
- ▶ Key message:  
The Flemish Agency for Immovable Heritage and its employees are “fundamentalists”.



# Complaints:

- ▶ **only heritage**
- ▶ **only ones**
- ▶ **blind to the needs of others**
- ▶ **averse to compromise**



# Goal: mentality shift

▶ **From total control**

▶ **To:**

→ **Client-oriented**

→ **Solution-oriented**

→ **Spirit of trust, support & cooperation**



**But: shifting mentality is hard work**

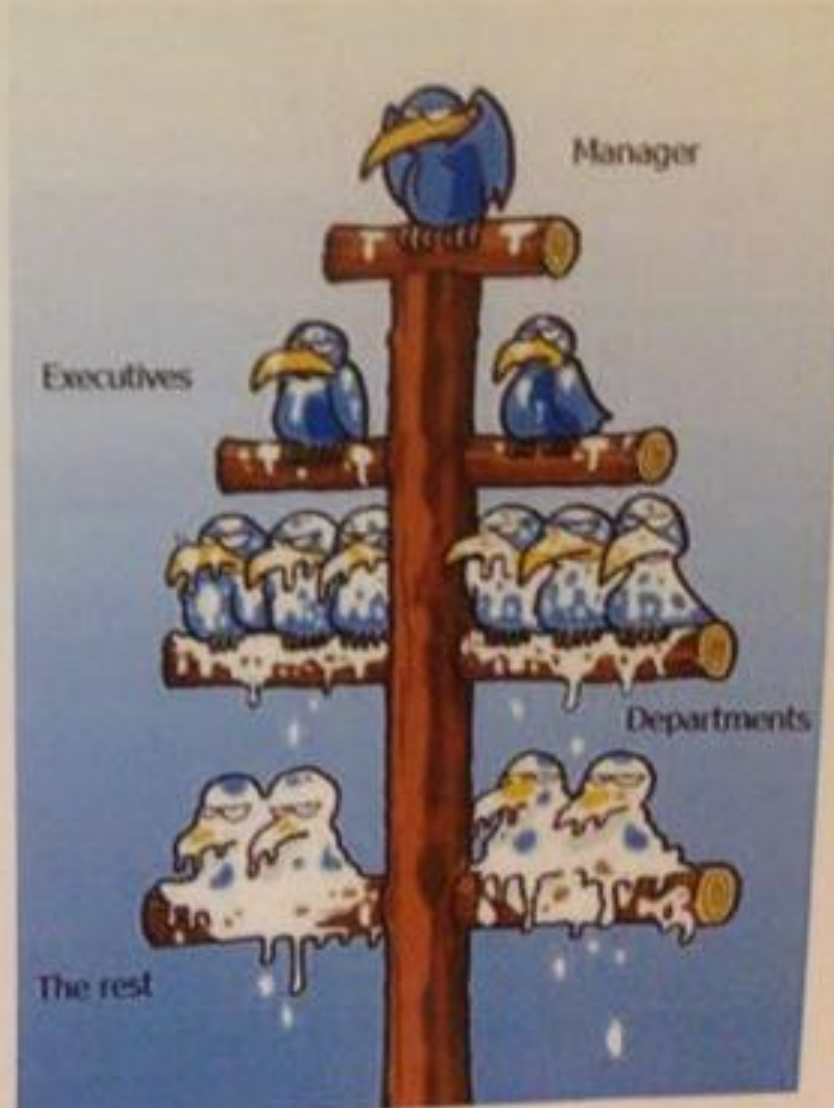
IT'S A PANIC ALARM...IT GOES  
OFF EVERY TIME MANAGEMENT  
SHOW ANY INTEREST IN ANOTHER  
REORGANISATION...







shit happens



**Does this sound familiar?**

# Our approach so far

(Initiatives for employees vs. tools/instruments)

- ▶ **Talks with managers**
- ▶ **Kick-off days**
- ▶ **Intensive training**
- ▶ **Peer discussion & support**
- ▶ **Visiting the shop floor**
- ▶ **Letters & communication**
- ▶ **Brochures, leaflets & social media**
- ▶ **Organisation-wide approach**

# Discussion

- ▶ **What's happening in your country?  
Are there any similarities?**
- ▶ **What do you think about our approach so far?  
Do you have any suggestions or advice?**



# Key points from the discussion

▶ ...



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