Nexus Leading Across Boundaries (LAB)

Layers of Leadership across Libraries, Archives, and Museums

Published by:

EDUCOPIA INSTITUTE

Center for Creative Leadership

October 2017

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This work was made possible in part through generous funding from the Institute for Museum and Library Services (IMLS Award RE-00-14-0095-14)

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Available for download at: https://educopia.org/publications/nexus-layers-of-leadership

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Nexus LAB: Layers of Leadership across Libraries, Archives, and Museums

Key Roles and Challenges

Role specific skills are developed in each level. Common skills are also developed across all levels.

LAYER A: Leading Self

KEY ROLE:
Pursue knowledge, assignments and responsibilities that expand leadership capabilities

CHALLENGE:
"How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"

LAYER B: Leading Others

KEY ROLE:
Add value to position and organization with creative and transformative teamwork

CHALLENGE:
"I'm good at doing my own work, but how do I get the work done through others?"

LAYER C: Leading the Department

KEY ROLE:
Manage complex strategies and projects through cross-functional teams

CHALLENGE:
"How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?"

LAYER D: Leading Multiple Departments

KEY ROLE:
Connect with broader internal and external systems

CHALLENGE:
"How might the collective performance of my departments be enhanced for the long term success of the overall organization?"

LAYER E: Leading the Organization

KEY ROLE:
Envision and shape broader culture, organization and strategy

CHALLENGE:
"How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?"

LAYER F: Leading the Profession

KEY ROLE:
Help my profession constructively examine itself and evolve

CHALLENGE:
"How do I make an impact on the growth, development, sustainability and reputation of my profession?"

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Things to Remember

Connections between materials:

- All six leadership layers, their associated role-specific skills, and their shared skills are depicted on pages one and nine of the Layers of Leadership.
- Each layer is elaborated in pages three to eight. Each layer includes a daily challenge and key role, the key leadership tasks and role-specific skills required by that layer, and the changes and outcomes successful leaders in this layer can expect to experience.
- While some leadership skills are tied to specific layers, others are common skills that are developed across one's career in different ways.
- Most people will experience multiple layers at once in different areas of their lives. These layers are not progressive (e.g., you don't have to master Layer A before engaging in Layer B), but rather are fluid (e.g., you may find that you "lead the organization" at work and also "lead self" in volunteer activities).

Parameters to remember:

- Remember leadership skills are developed across one's lifetime — reflected competencies are suggested milestones.
- Continuing education and professional development events may address one or many of the skills or learning objectives. Single events may also address multiple layers.
- The "Layers of Leadership" have many uses, including the following: 1) by individuals, to consider and gauge the leadership competencies they need at different stages of their work and career; 2) by graduate programs, to help students think about their lifelong learning trajectory for leadership; 3) by trainers, to customize training offerings that meet the competency needs of a specific layer's challenges; 4) by supervisors, to identify competencies needed within their staff and offerings that may address those competencies; 5) by existing training programs, to help construct and/or revise curricular offerings to address different phases of leadership growth; 6) by funders, to identify gaps and/or opportunities in the landscape of offerings; and 7) by trainers and programs to help contextualize and advertise their offerings to specific audiences.

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Layer A – Leading Self: Design Framework

My daily challenge

"How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"

KEY ROLE:
Pursue knowledge, assignments and responsibilities that expand leadership capabilities

Key leadership tasks

In order to develop as a leader in my organization, I need to excel at:

- Creating and maintaining a professional reputation that projects my leadership interests and abilities
  - Assessing my leadership capabilities
  - Intentionally planning my career with leadership in mind
  - Planning, implementing and monitoring my personal leadership development
  - Writing and implementing a professional development plan
  - Expanding my strategic career networks
  - Expanding my leadership responsibilities
  - Identifying and asking for projects that "stretch" my leadership skills/shared skill sets
  - Developing career growth strategies
  - Sharing what I'm learning about leadership with others
- Developing and sharing professional expertise
  - Understanding my professional strengths and weaknesses
- Learning of and sharing new trends that impacts my institution and expertise
- Engaging in external/community activities that sharpen/expand my leadership thinking and skills

Skills to perform tasks

Role specific skills

- Articulate my leadership brand
- Nurture self-awareness
- Identify and connect with mentors and sponsors to help me work my development plan
- Expand my networks and take on "stretch" projects
- Identify and cultivate a group of peers to learn, plan and share career goals

Shared skills

- Lead organizational culture
- Polarity Thinking
  - Distinguish problems to solve from polarities to navigate
- Agile learning
  - Get off the dance floor and stand on the balcony
  - Strategic agility
- Effective communications
  - Active observing and listening; Take action and provide feedback
  - Coaching
  - Appreciate strength in self and others
  - Foster dialogue
- Boundary spanning
  - Navigate vertical boundaries
  - Influence without authority
- Expertise development
  - Develop professional expertise/brand
- Team-building
  - Work effectively with others
- Innovation leadership
  - Generate ideas
  - Work through innovation teams

Change I (and others) want to see

Leaders will be able to:

- Create, maintain and promote their leadership brand
- Confidently handle more complicated tasks and projects
- Create and execute a leadership career plan
  - Regularly check in with development plan to plot progress
  - Seek input and support from others
- Objectively assess their own professional strengths & weaknesses
- Identify and pursue areas for future professional growth
  - Develop and implement a plan to stay abreast of relevant trends; use this information in their work; share this information with others

Greater outcomes

At my organization

- Motivated individuals take on tasks that will further develop their potential to work with others across and outside the organization (siloes broken down!)
- Organization develops a valued/valuable workforce

Across Libraries, Archives, and Museums

- Next generation leaders are being developed to fill leadership gaps
- Next generation leaders are open and able to think/act across libraries, archives, and museums in ways that will benefit all

Within our community

- Because of deepening staff leadership capacity, organizations increasingly step up to collaborate, cross-pollinate information and ideas; and help create strong messages for public participation and support

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Layer B – Leading Others: Design Framework

My daily challenge

"I'm good at doing my own work, but how do I get the work done through others?"

KEY ROLE:
Add value to position and organization with creative and transformative teamwork

Key leadership tasks

In order to develop as a leader in my organization, I need to excel at:

- Developing and empowering staff
- Assessing and adapting my personal leadership style
- Inspiring creative thinking
- Focusing less on myself and more on others
- Building strong, diverse teams
  - — Cultivating different perspectives
  - — Fostering collaborative engagement
- Adapting responses to complex organizational challenges
  - — Fostering input into change
- Speaking persuasively in public
- Recognizing and navigating dependencies
- Developing external relationships
  - — Representing my organization's brand
  - — Fostering collaboration and partnerships
  - — Advocating

Skills to perform tasks

Role specific skills

- Encourage new knowledge and ideas
  - — Foster visioning
  - — Lead change
  - — Foster openness to change
  - — Encourage and facilitate new, creative ways of working together
  - — Assist others with anxiety/change management
- Diverse talent recognition and development
- Conflict resolution
- Motivation of others
- Situational leadership skills – including delegating

Shared skills

- Lead organizational culture
- Polarity thinking
- Agile learning
  - — Get off the dance floor and stand on the balcony
  - — Strategic agility
- Effective communications
  - — Active observing and listening
  - — Take action and provide feedback based on what you learn
  - — Coaching
  - — Appreciate strengths in self and others
  - — Foster dialogue
- Spanning boundaries
  - — Influence without authority
- Developing expertise
  - — Develop professional expertise/brand
- Team-building
- Innovation leadership
  - — Facilitate creative problem solving and design thinking
  - — Lead innovation teams

Change I (and others) want to see

Leaders will be able to:

- Apply tools and techniques to encourage knowledge and idea generation in their part of the organization
- Initiate and lead change in their part of the organization and lead change in support of organizational change initiatives
- Identify various work types, talents, and styles within teams
- Identify, plan for and recruit diverse work types, talents, and perspectives within teams
- Apply tools and techniques to facilitate collaboration
- Apply new team motivation techniques
- Adapt their leadership approaches to the demands of specific situations

Greater outcomes

At my organization

- Staff and teams develop new knowledge, and generate and share new ideas while feeling supported
- Teams get more done through a collaborative approach

Across Libraries, Archives, and Museums

- Organization is better poised to initiate and participate in cross-sector collaboration and information sharing
- Best practices are shared broadly for leadership development

Within our community

- Programs and services are more quickly/creatively developed
- Programs and services respond to community needs

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Layer C – Leading the Department: Design Framework

My daily challenge	Key leadership tasks	Skills to perform tasks	Change I (and others) want to see	Greater outcomes
"How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?"	*In order to develop as a leader in my organization, I need to excel at:*	**Role specific skills**	*Leaders will be able to:*	**At my organization**
KEY ROLE: Manage complex strategies and projects through cross-functional teams	■ Communicating and operationalizing strategy — Identifying and evaluating projects/programs that are ripe for intra-departmental teamwork — Recognizing opportunities for inter-departmental collaboration ■ Modeling my organization's brand and culture — Grasping, interpreting, and embodying key brand attributes and behaviors ■ Championing and connecting to transform their staffs' ideas into innovation ■ Building, nurturing and evaluating teams — Selecting, motivating and evaluating talent for intra-departmental teamwork — Building and nurturing agile, collaborative teams that are committed to organizational learning, innovation, transformation and accountability — Developing mindsets and skill sets that will help teams be comfortable with organizational change, big-picture thinking and boundary-spanning — Developing, monitoring and measuring strategic plans, work plans, and metrics — Encouraging open communication, information sharing, networking and effective feedback within the department ■ Strengthening individual team members — Helping staff develop personal development plans — Holding staff accountable for developing their own direct reports ■ Understanding, identifying and cultivating needed human and financial resources	■ Differentiate strategy from tactics ■ Effectively communicate shared goals and outcomes, and greater outcomes ■ Attract and develop new strategic partners ■ Develop strategic networks that lead to information exchange/collaboration among LAMs/across sectors ■ Lead innovation — Encourage design thinking: experimentation and rapid prototyping — Facilitate new ideas to connect and influence strategy — Span boundaries in order to champion, connect, and transform ideas into innovations ■ Develop and foster productive teamwork and a sense of community within a department ■ Attract and develop new financial resources **Shared skills** ■ Leading organizational culture ■ Polarity thinking — Navigate the polarity of strategy and innovation ■ Agile learning — Thinking systematically about their role in the middle of the organization ■ Effective communications — Active observing and listening — Take action and provide feedback based on what you learn — Coaching — Appreciate strengths in self and others ■ Spanning boundaries — Influence without authority ■ Developing expertise — Act as thought leader — Develop professional expertise/brand ■ Team-building ■ Innovation leadership	■ Think and act strategically ■ Lead intra-departmental, cross-functional strategy and development ■ Assemble and use intra-departmental/cross-functional teams effectively ■ Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics ■ Evolve strategy to capitalize on new ideas/developments ■ Recognize challenges to and techniques for leading intra-departmental and cross-functional teams ■ Navigate cross-functional perspectives/needs into overall strategy ■ Increase team members' confidence and professional networks within department ■ Recognize and take advantage of opportunities to collaborate across departments or outside the organization ■ Attract necessary talent and funding to accomplish strategies	■ Stronger departmental strategy development ■ Departmental staff are more productive and happier, with addressed needs ■ Department leaders are better positioned to connect and collaborate with others ■ Departments are able to take on complex strategies and projects ■ Leaders are more able to attract resources **Across Libraries, Archives, and Museums** ■ More organizations are poised to initiate and participate in cross-sector collaboration and information sharing ■ Best practices are shared broadly for leadership development **Within our community** ■ Programs and services are more quickly/creatively developed ■ Programs and services respond to community needs

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Layer D – Leading Multiple Departments: Design Framework

My daily challenge

"How might the collective performance of my departments be enhanced for the long term success of the overall organization?"

KEY ROLE:
Connect with broader internal and external systems

Key leadership tasks

In order to develop as a leader in my organization, I need to excel at:

- Recognizing and communicating emerging trends and the needs and interests of external communities
- Developing strategies to meet changing stakeholder needs
- Developing and modifying cross functional strategies
- Communicating and operationalizing strategy
- Identifying, assessing and developing internal talent
  - Managing performance
  - Mentoring and coaching
  - Encouraging and supporting active learning by staff
- Obtaining and managing fiscal resources
- Developing and fostering productive teamwork
- Fostering a sense of community across departments
- Leading external efforts through consortia, with partners
- Advocating and communicating about departments' successes, challenges and value within the internal organizational context and external communities

Skills to perform tasks

Role specific skills

- Carry out internal and external environmental scanning:
- Apply techniques and tools for tracking and understanding changing needs of stakeholder communities
- Recognize and respond to diverse needs within and across departments
- Develop and implement shared goals, strategies and expectations
- Identify and obtain resources needed for departments' success
- Identify and develop expertise/ talent needed for departments' success
- Apply outcomes oriented evaluation methods

Shared skills

- Leading organizational culture
- Polarity thinking
- Agile learning
  - Encourage active learning across departments
- Effective communications
  - Active observing and listening
  - Take action and provide feedback based on what you learn
  - Appreciate strengths in self and others
- Spanning boundaries
  - Influence without authority
- Developing expertise
  - Act as thought leader
- Team-building
- Innovation leadership
  - Facilitate an environment for innovation
  - Develop pipeline for innovative projects

Change I (and others) want to see

Leaders will be able to:

- Think, act, and influence strategically
- Lead external efforts while balancing and furthering internal objectives
- Lead more effectively across multiple stakeholders

Greater outcomes

At my organization

- Department and organizational plans are responsive to current trends and factors
- Teams and groups work effectively across departmental and functional lines
- Teams show evidence of agility: ability to quickly develop, effective solutions that can be applied mid-stream
- Teams more frequently innovate: producing creative, desirable solutions that have not been tried before

Across Libraries, Archives, and Museums

- Recognition through field contributions
- Increases in strategic partnerships opportunities at a field-level
- Improved board and stakeholder development and engagement.
- Best practices are shared broadly for leadership development

Within our community

- Recognition of organizational value within and across communities
- Recognition of organization as a critical part of the community fabric

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Layer E – Leading the Organization: Design Framework

My daily challenge	Key leadership tasks	Skills to perform tasks	Change I (and others) want to see	Greater outcomes
"How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?" **KEY ROLE:** Envision and shape broader culture, organization and strategy	*In order to develop as a leader in my organization, I need to excel at:* ■ Articulating the value of cultural institutions within and beyond my organization ■ Stewarding my organization's mission and vision ■ Making the case for support and development of resources — Demonstrating the impact of resources on my organization's ability to deliver on its mission — Articulating tailored cases for different types of stakeholders ■ Exchanging important ideas for the good of the field ■ Contributing to meta-organizations ■ Cultivating and supporting my Board of Trustees/Directors — Facilitating the work of the board and its committees — Convening my board around substantive issues — Helping my board think, vision, and plan strategically — Helping my board to identify and evaluate the success metrics	**Role specific skills** ■ Advocate for one's cultural institution — Present the value of cultural institutions to key stakeholders — Articulate the socio-economic impacts of the organization and the cultural sector ■ Think about, act upon, and influence strategic change ■ Strategically network and partner with peers and other organizations ■ Lead and strengthen organizational culture **Shared skills** ■ Leading organizational culture ■ Polarity thinking ■ Agile learning — Encourage staff and board to actively learn ■ Effective communications — Active observing and listening — Take action and provide feedback based on what you learn — Appreciate strengths in self and others ■ Spanning boundaries — Influence without authority ■ Developing expertise — Act as thought leader ■ Team-building — Build effective teams across organizational boundaries ■ Innovation leadership — Facilitate environment for innovation; develop pipeline for innovative project	*Leaders will be able to:* ■ Model and create culture change ■ Advocate for the work of the institution and its staff ■ Articulate the value of the cultural sector as a whole ■ Present organizational value to diverse audiences ■ Recognize key target audiences for organizational communications ■ Catalyze, exchange, and develop ideas into action with external partners ■ Identify and prioritize field-contributions based on organizational needs ■ Match board reach/skills/assets with strategic organizational needs — Assess individual board member strengths and assets	**At my organization** ■ Communications better speak to Identified key target audiences ■ Consistent messaging highlights organization's contribution to both the community and broad cultural sector ■ Outlets are identified and prioritized for field-contributions, tied to organizational needs (membership, speaking engagements, etc.) ■ Increased awareness of gaps within existing board reach/skills/assets ■ Recognition through field contributions **Across Libraries, Archives, and Museums** ■ Increased strategic partnerships around shared/common needs ■ Improved board and stakeholder development and engagement. ■ Best practices are shared broadly for leadership development **Within our community** ■ Greater recognition of organizational value within and across distinct communities ■ Recognition of organization as a critical part of the community fabric

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Layer F – Leading the Profession: Design Framework

My daily challenge

"How do I make an impact on the growth, development, sustainability and reputation of my profession? "

KEY ROLE:
Help my profession constructively examine itself and evolve

Key leadership tasks

In order to develop as a leader in my profession, I need to excel at:

- Practicing and communicating thought leadership
- Challenging norms
- Ensuring scalability and sustainability
- Building relationships/ forging networks across libraries, archives, and museums to break down siloes
- Seeing and understanding libraries, archives, and museums holistically, as a single integrated ecosystem
- Interacting and partnering with library, archives and museum leadership nationally and internationally

Skills to perform tasks

Role specific skills

- Negotiate political entities
- Gather, synthesize, test, adapt and use ideas and information from across LAMs, nonprofit and for-profit sectors
- Sharpen critical thinking, writing and speaking skills
- Lead or participate in large-scale change efforts that can be used across LAMs
- Build strong cases for change that can be used across LAMs
- Work leading the profession into my daily/weekly/monthly routines
- Be transparent and trusted

Shared skills

- Leading organizational culture
  - Transform the profession
- Polarity thinking
  - Envision emerging polarities
- Agile learning
  - Encourage community partners to be actively learning
- Effective communications
  - Persuasive and influential communicator
  - Appreciate strengths in self and others
- Spanning boundaries
  - Influence without authority
  - Navigate multiple types of boundaries
- Developing expertise
  - Act as thought leader
  - Develop professional expertise / brand
  - Authoritative voice for the profession
- Team-building
  - Build effective teams across organizational boundaries
- Innovation leadership
  - Lead innovation strategy
  - Cultivate culture of innovation
  - Act as role model

Change I (and others) want to see

Leaders will be able to:

- Articulate issues shared by archives, libraries, and museums
- Articulate/develop standards and best practices/models/case studies for collaboration across libraries, archives, and museums
- Diplomatically draw divergent voices into conversations about the future of libraries, archives, and museums
- Integrate trends from across nonprofit and for-profit sectors
- Encourage libraries, archives, and museums to become laboratories of experimentation and innovation

Greater outcomes

At my organization

- I'm authentically walking the talk
- My and/or my institution's work is cited as a model
- Reframe the value of the industry

Across Libraries, Archives, and Museums

- The value of libraries, archives and museums is increasingly understood by diverse stakeholders
- Libraries, archives, and museums are increasingly seen as indispensable educational and cultural community assets
- Libraries, archives, and museums collaborate more to communicate impacts and develop best practices and models around shared needs
- Libraries, archives, and museums increasingly work together on advocacy and awareness-building, fundraising, and joint programming around shared issues

Within our community

- Greater recognition of organizational value within and across distinct communities
- Recognition of organization as a critical part of the community fabric
- Libraries, archives, and museums have a stronger voice on national and international stages

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Some leadership skills develop in stages and across layers

	LAYER A: Leading Self	LAYER B: Leading Others	LAYER C: Leading the Department	LAYER D: Leading Multiple Departments	LAYER E: Leading the Organization	LAYER F: Leading the Profession
Leading Organizational Culture						Transform the profession
Polarity Thinking	Distinguish problems to solve from polarities to navigate	Get off dance floor & stand on balcony	Navigate polarity of strategy & innovation			Envision emerging polarities
Agile Learning	Appreciate strengths in self and others	Strategic agility	Think systematically about role in organization	Encourage staff and board to actively learn		Encourage community partners to actively learn
Effective Communications		Coaching		Active observing & listening. Take action. Provide feedback		Persuasive and influential communicator
Spanning Boundaries	Navigate vertical boundaries	Appreciate own and others strengths		Influence without authority		Navigate multiple types of boundaries
Developing Expertise	Develop professional expertise / brand		Act as thought leader			Authoritative voice for the profession
Team Building	Work effectively with others				Build effective teams across organizational boundaries	
Innovation Leadership	Generate ideas, work in innovation teams	Facilitate creative problem solving and design thinking; lead innovation teams		Facilitate environment for innovation; develop pipeline of innovative projects		Cultivate culture of innovation Lead innovation strategy

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