

# Nexus Leading Across Boundaries (LAB)

## Layers of Leadership across Libraries, Archives, and Museums

Published by:

EDUCOPIA  
INSTITUTE



Center for  
Creative Leadership

October 2017

Authors:

Anne Ackerson, Chrystie Hill, Christina Drummond, David Horth, Carol Jenkins,  
Rosemary Pleva Flynn, Susan Perry, Cal Shepard, Katherine Skinner, Rita Van Duinen

Editors:

Nexus LAB Project Team



CC-BY: This work is licensed under a Creative Commons Attribution 4.0 International License.

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)

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

# 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.



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

## *Things to Remember*

### Connections between materials:

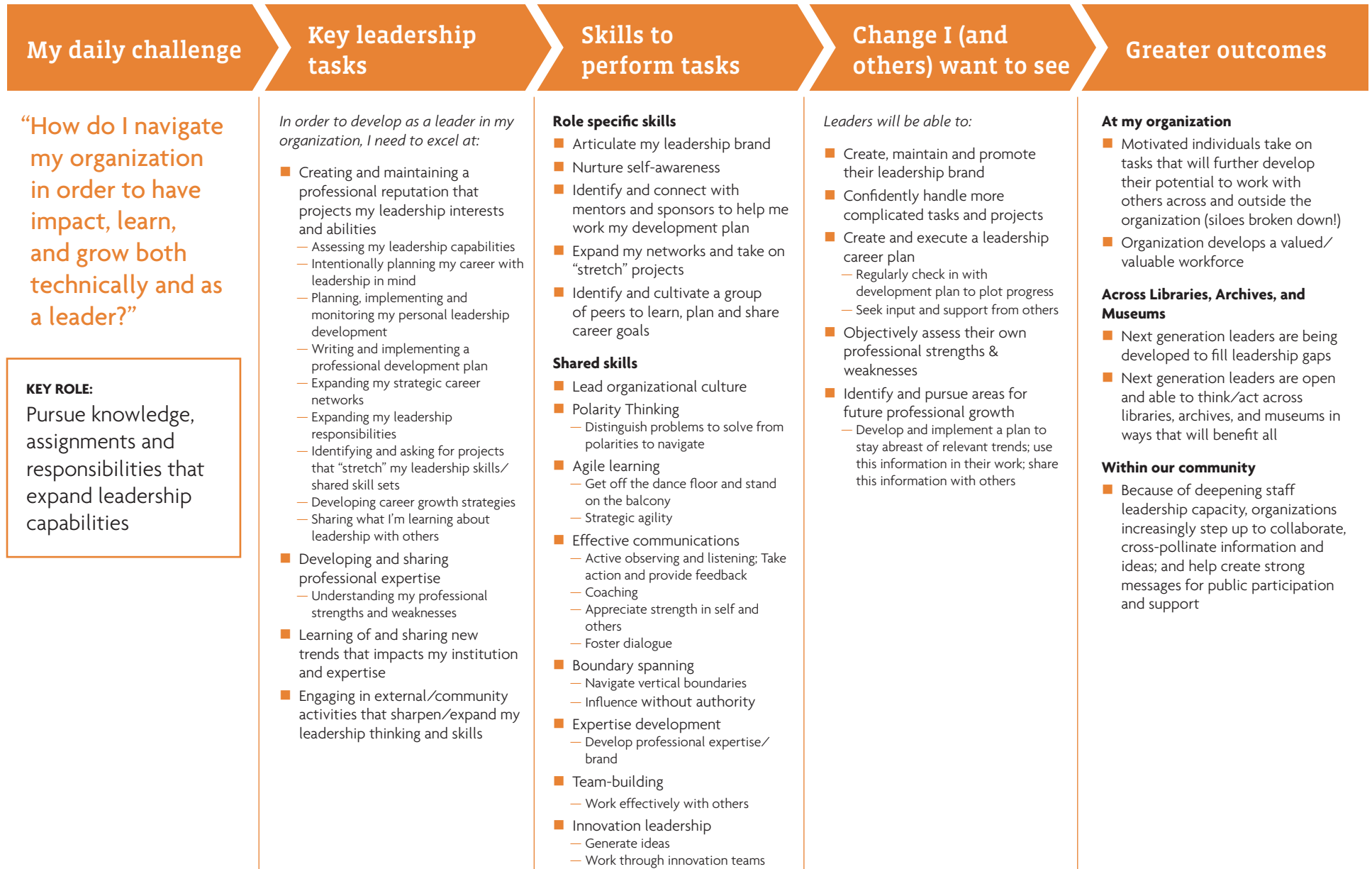
- All six leadership layers, their associated role-specific skills, and their shared skills are depicted on pages one and nine of the Layers of Leadership.
- Each layer is elaborated in pages three to eight. Each layer includes a daily challenge and key role, the key leadership tasks and role-specific 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.

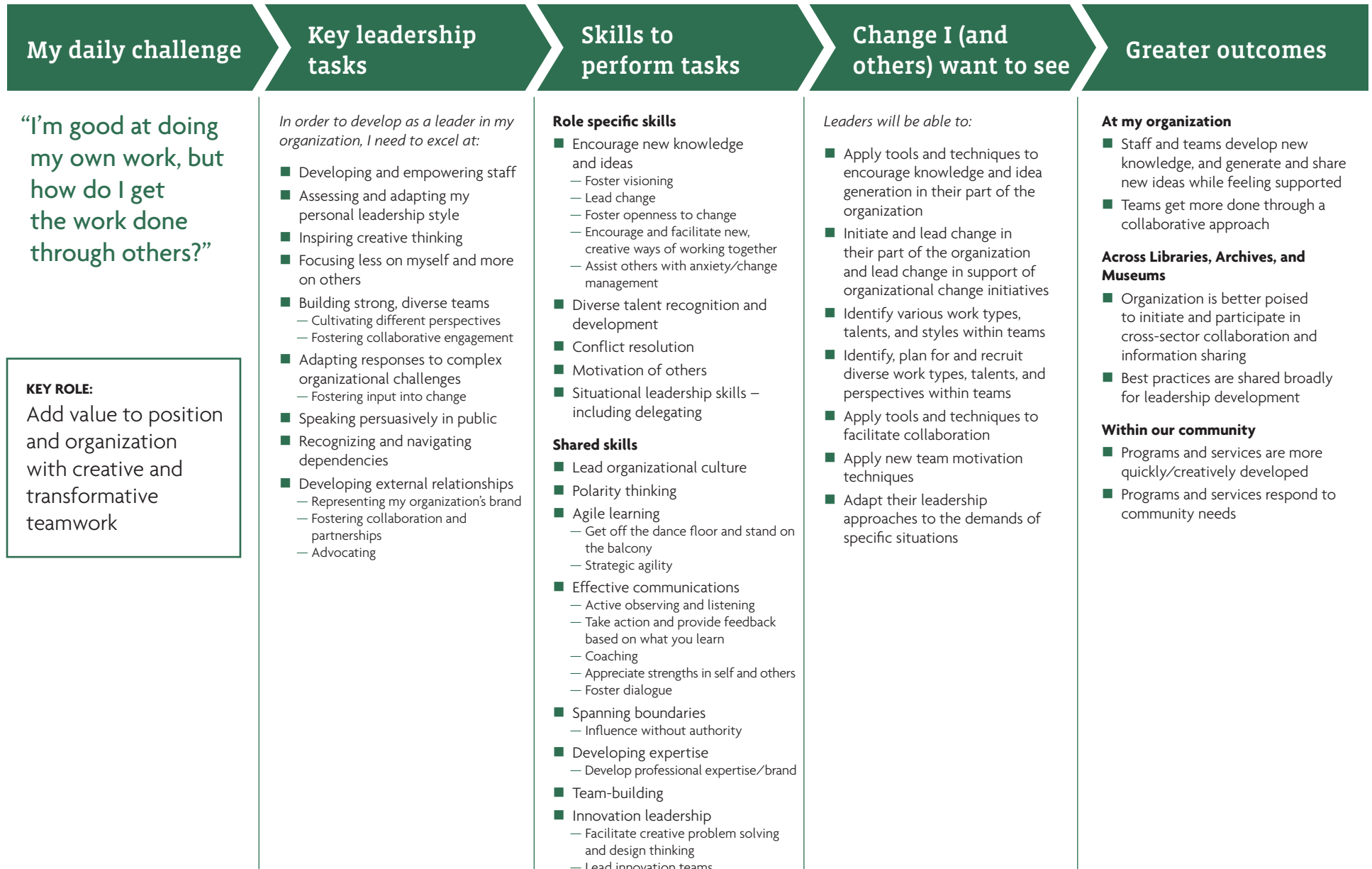
# Nexus LAB: Layers of Leadership across Libraries, Archives, and Museums

## Layer A – Leading Self: Design Framework



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

## Layer B – Leading Others: Design Framework





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

## Layer C – Leading the Department: Design Framework



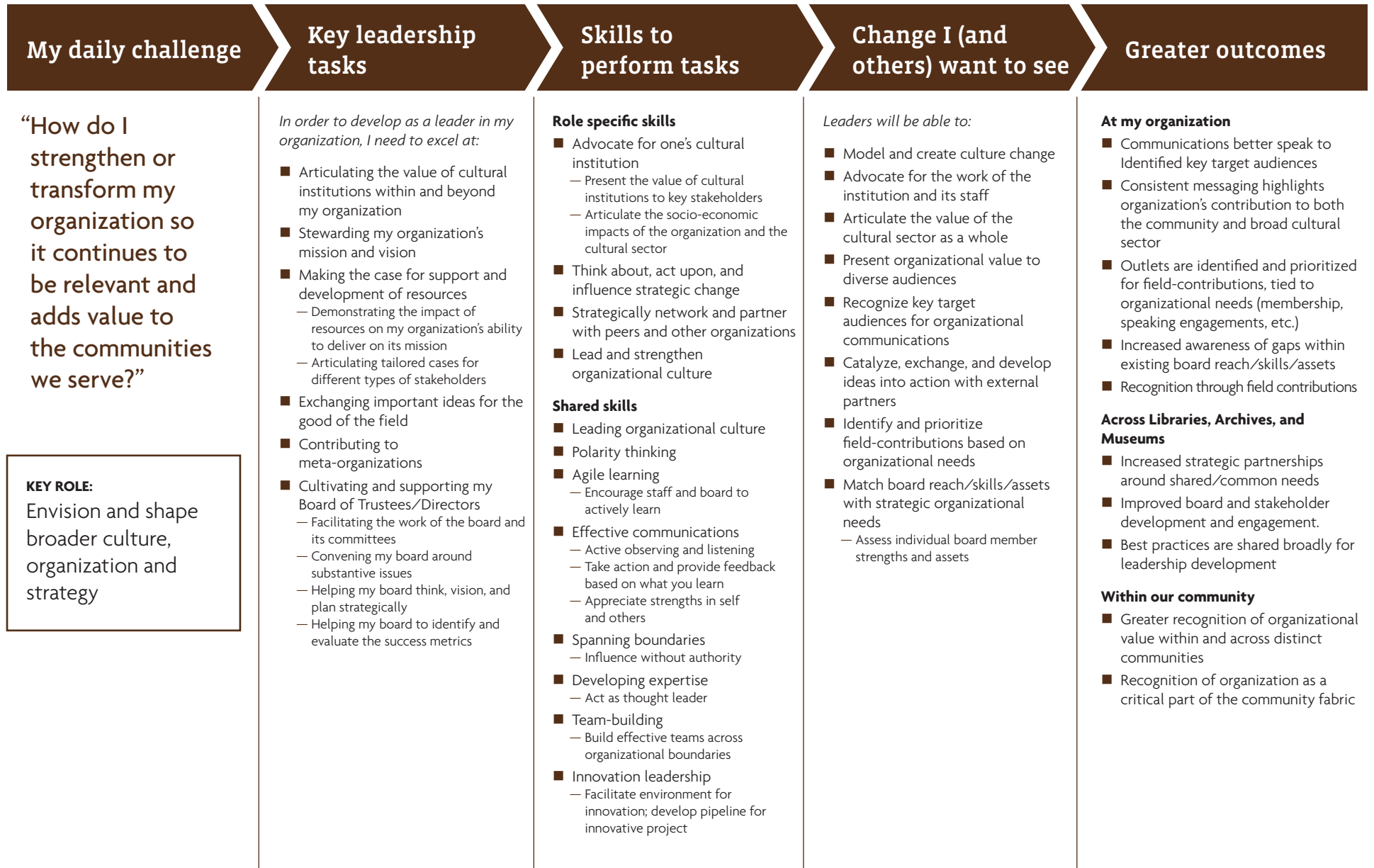
# Nexus LAB: Layers of Leadership across Libraries, Archives, and Museums

## Layer D – Leading Multiple Departments: Design Framework



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

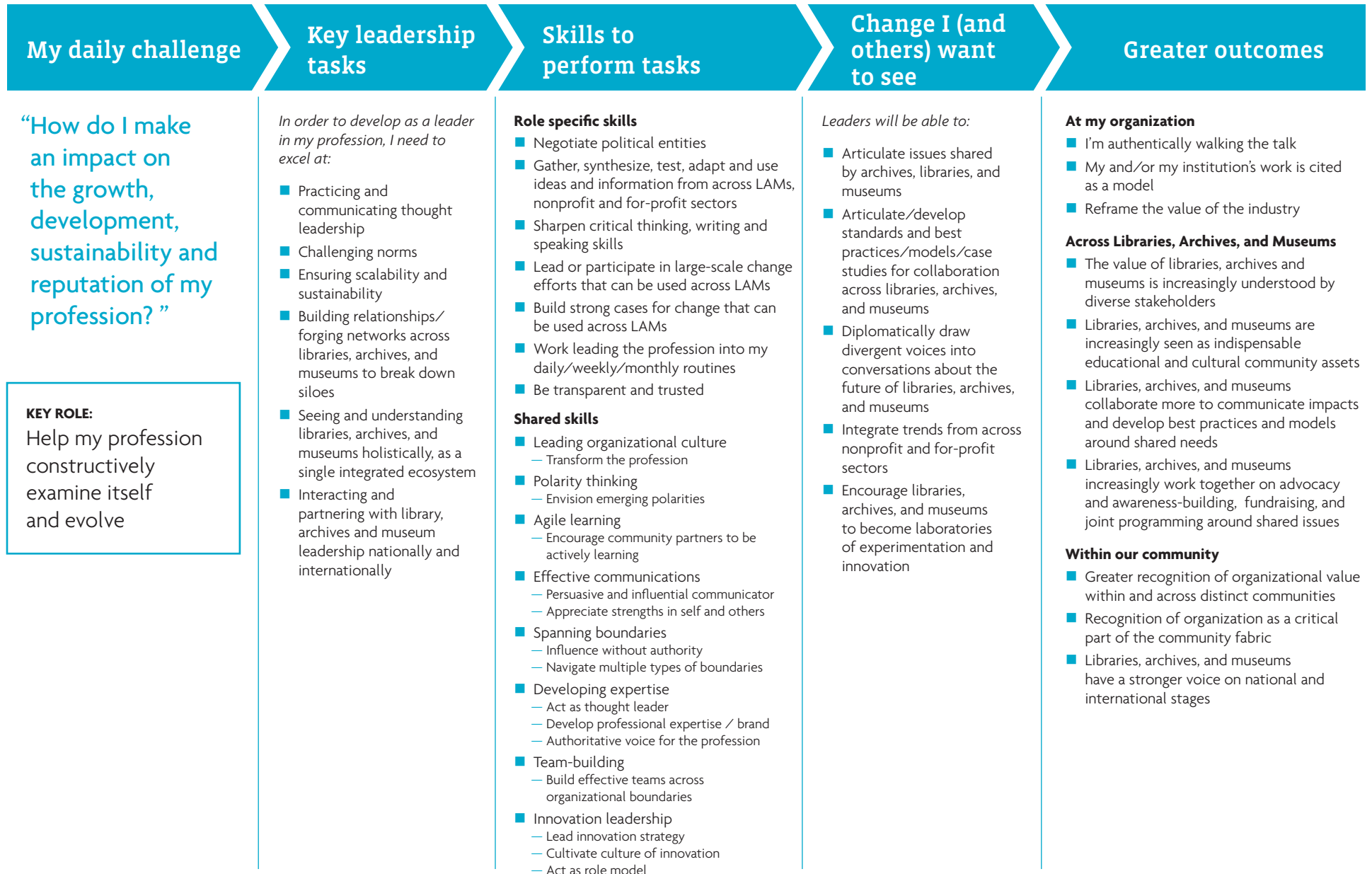
## Layer E – Leading the Organization: Design Framework





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

## Layer F – Leading the Profession: Design Framework



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

*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		Navigate polarity of strategy & innovation			Envision emerging polarities
Agile Learning	Appreciate strengths in self and others	Get off dance floor & stand on balcony 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