Nexus LAB Evaluation Framework & Instrument

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# Introduction

## About Nexus LAB

Nexus LAB is an Educopia Institute-led project to build community and resources for those who provide leadership development and training opportunitiesto staff members of museums, archives, and libraries. The Nexus LAB project team includes more than 30 associations, programs, and trainers drawn from across the United States, broadly representing the many facets of these fields.

## About the Evaluation Framework & Instrument

The Nexus LAB team, in partnership with TrueBearing Consulting and the Center for Creative Leadership, issued this fully validated, adaptable, and customizable evaluation instrument in 2017. The evaluation instrument is based on rigorously validated leadership competencies documented in the “Layers of Leadership” publication produced by the Nexus LAB team under the guidance of the Educopia Institute and the Center for Creative Leadership.

Please note that this is a validated evaluation *framework and instrument*, not a fully configured *tool*. (The Nexus LAB team hopes to build a tool to support trainers in a follow-on project.) At this time, instructors can use our well-documented framework and instrument to 1) identify the specific competencies their training addresses and 2) to pull the corresponding questions for pre- and post-training assessments. Instructors can then populate the survey tool of their choice (SurveyMonkey, SurveyGizmo, Zoho, GoogleForms, etc.) with those questions, ensuring they have reliable and validated assessment measures that evaluate student learning according to competencies.

The evaluation framework and instrument is freely available for trainers and workshop leaders to adopt, adapt, and use when delivering leadership development and training offerings. The development of the evaluation framework and instrument was made possible in part by the Institute of Museum and Library Services [Award Number: RE-00-14-0095-14].

## Using the Evaluation Framework & Instrument

This framework and instrument is deliberately structured around a range of high-demand leadership competencies across library, archives, and museum environments that have been identified by the Nexus LAB team. These competencies are described and related directly to a range of leadership functions commonly encountered in a career in the [Nexus LAB “Layers of Leadership”](https://educopia.org/publications/nexus-layers-of-leadership) publication. These functions include the following: “Leading Self,” “Leading Others,” “Leading the Department,” “Leading Multiple Departments,” “Leading the Organization,” and “Leading the Profession.”

Trainers should begin by identifying the Layers and Competencies to which their own training offerings correspond, and using that information, select the questions in the evaluation framework and instrument that match those layers and competencies. The framework and instrument includes the following:

1. A Pre-Training Skills Assessment to gather baseline data about individual learners. This pre-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering.
2. A Post-Training Evaluation (Immediate Post-Event) to measure individual learners’ learning immediately after the training event. This post-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering.
3. A Post-Training Evaluation (3-Month) to measure individual learners’ learning and applied skills three months after the training event. This post-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering.

Trainers are encouraged to use the Nexus LAB Leadership Evaluation Instrument as it fits their programmatic needs. It is intentionally flexible and customizable to fit a wide variety of continuing education and professional development offerings, from conference workshops to components within larger scale leadership development programs. These three assessment components can be used as a series; they can also be used separately. Trainers are also welcome to combine the questions included in these assessment components with other questions of their own.

We encourage trainers and workshop leaders to adapt the framework and instrument as needed.

## License

Nexus LAB evaluation framework and instrument development was made possible in part by the Institute of Museum and Library Services [Award Number: RE-00-14-0095-14]. All Nexus materials referenced in this User’s Guide are made available under a [Creative Commons Attribution 4.0 International license (CC BY 4.0)](https://creativecommons.org/licenses/by/4.0/). This license means you are welcome to share and adapt, transform, and build upon this material, even for commercial purposes, as long as you give appropriate credit and distribute future contributions under the same license.

## Access

The Nexus LAB evaluation framework and instrument are freely available at <http://educopia.org/nexuslabevaluation>

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# Section 1: Pre-Training Skills Assessment

## Introduction

The Pre-Training Skills Assessment is designed to gather baseline data about individual learners. This pre-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering. This Skills Assessment can be used at any time, however it is most useful as a pre-training measure.

Trainers will choose from the range of competencies below in each of the six “Layers of Leadership.” There are six layers altogether, including Layer A: Leading Self; Layer B: Leading Others; Layer C: Leading the Department; Layer D: Leading Multiple Departments; Layer E: Leading the Organization; and Layer F: Leading the Profession. Some training events will address single layers; others will address a variety of layers. In this custom-designed section, please choose only the questions (numbered) and items (lettered in the tables below each question) that correspond to the specific competencies your training event addresses.

Trainers can use the survey tool of their choice (e.g., SurveyMonkey, SurveyGizmo, Zoho, Google Forms, etc.) to provide the assessment to their students/learners. Simply copy and paste into your tool the questions (common and custom) from this Framework and Instrument.

If a trainer plans to compare a learner’s Pre-Training Skills Assessment to their Post-Training Evaluation(s), the trainer must create a UserID (e.g., the learner’s email address or name or, if the trainer wishes to maintain a learner’s anonymity, an assigned number) to track those responses. We have not supplied this in the questions below, as its form and substance will vary for different trainers and different survey tools.

## Common Questions (for all learners)

### About your upcoming leadership development training experience

1. Please identify the specific leadership development offering in which you are about to engage.\*
* Offering 1
* Offering 2
* Other
1. What is the first day of this offering? (Please enter the date in MM/DD/YYYY format. If you do not know the start date, you may leave this item blank.)

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### Identify your aims

1. Please identify the primary leadership layer(s) that best apply to you and to your reasons for participating in this leadership development offering. Select up to three layers that most closely reflect your personal circumstances. For more context and information on leadership levels, please see the Nexus LAB “[Layers of Leadership](https://educopia.org/publications/nexus-layers-of-leadership).”
* Leading self - How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?
* Leading others - I’m good at doing my own work, but how do I get the work done by others?
* Leading the department - How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?
* Leading multiple departments - How might the collective performance of my departments be enhanced for the long term success of the overall organization?
* Leading the organization - How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?
* Leading the profession - How do I make an impact on the growth, development, sustainability and reputation of my profession?

### Rate your current capabilities

Rate your current capabilities in the following leadership areas. In your responses, consider your self-assessed capabilities as demonstrated specifically at the organizational level in which you have the most explicit leadership responsibility. (Examples of organizational levels include a small workgroup or committee, department, or institution).

1. I am consistently capable of developing a plan to facilitate specific objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently capable of removing obstacles to implementing specific objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently capable of establishing clear standards for implementing specific objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently knowledgeable about the details of specific objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently able to answer staff questions about specific objectives at my organizational level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I consistently know what I am talking about when it comes to specific objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I consistently recognize and appreciate coworker/employee efforts.

Not at all 0 1 2 3 4 To a very great extent

1. I consistently support employee efforts to learn more about issues related to key objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I consistently support employee efforts to apply what they learn about issues related to key objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently able to persevere through the ups and downs of key objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently able to carry on through the challenges of key objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

1. I am consistently able to react to critical issues related to key objectives at my level of responsibility.

Not at all 0 1 2 3 4 To a very great extent

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## Custom-selected Questions (based on competencies)

*Instructors: The questions below are separated by Leadership “Layers” as described in the Nexus LAB “Layers of Leadership” publication. There are six layers altogether, including Layer A: Leading Self; Layer B: Leading Others; Layer C: Leading the Department; Layer D: Leading Multiple Departments; Layer E: Leading the Organization; and Layer F: Leading the Profession. Some training events will address single layers; others will address a variety of layers. In this custom-designed section, please choose only the questions (numbered) and items (lettered in the tables below each question) that correspond to the specific competencies your training event addresses.*

### Layer A: Leading Self - Rate your knowledge and/or skills

In this section, rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading self;* that is, seeking to be an effective and maturing leader amidst the complexities of your organization.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Moving from seeing things as problems to seeing, listening, and understanding different points of view |  |  |  |  |  |
| b. Establishing priorities based on context and being flexible in executing my duties |  |  |  |  |  |
| c. Team-building (e.g., working effectively with others) |  |  |  |  |  |
| d. Stepping back to gain a comprehensive view and assess situations |  |  |  |  |  |
| e. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue) |  |  |  |  |  |
| f. Navigating across organizational levels (influence without authority- using networking and relationship building for coalition and consensus building) |  |  |  |  |  |
| g. Developing expertise/personal brand (e.g., staying on top of trends/innovations in your area(s) and taking on skill-enhancing "stretch" assignments; developing reputation for functional expertise or unique domain knowledge) |  |  |  |  |  |
| h. Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives) |  |  |  |  |  |
| i. Nurturing self-awareness |  |  |  |  |  |
| j. Expanding my networks and taking on skill-enhancing “stretch” projects |  |  |  |  |  |
| k. Identifying and connecting with mentors and sponsors to help me work my development plan |  |  |  |  |  |
| l. Identifying and cultivating a group of peers to learn, plan, and share career goals |  |  |  |  |  |

Comments:

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Create, maintain and promote myself as a leader |  |  |  |  |  |
| b. Confidently handle more complicated tasks and projects |  |  |  |  |  |
| c. Create and execute a leadership career plan, including regular check-ins to plot progress and seeking input and support from others |  |  |  |  |  |
| d. Objectively identify my own professional strengths and weaknesses |  |  |  |  |  |
| e. Identify and pursue areas for my future professional growth, including developing and implementing a plan to stay abreast of relevant trends; using this information in my work; and sharing this information with others |  |  |  |  |  |

### Comments:

### Layer B. Leading Others: Rate your knowledge/skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading others*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Establishing priorities based on context and being flexible in executing my duties |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence without authority- develop coalitions, take advantage of opportunities to build relationships and share ideas of mutual benefit) |  |  |  |  |  |
| d. Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill) |  |  |  |  |  |
| e. Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams) |  |  |  |  |  |
| f. Encouraging new knowledge and ideas, including visioning, leading change, openness to change, encouraging and facilitating new, creative ways of working together, and anxiety/change management |  |  |  |  |  |
| g. Recognizing and developing diverse talent |  |  |  |  |  |
| h. Motivating others |  |  |  |  |  |
| i. Situational leadership skills, including delegating |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Apply tools and techniques to encourage knowledge and idea generation in my part of the organization |  |  |  |  |  |
| b. Initiate and lead change in my part of the organization and lead change in support of organizational change initiatives |  |  |  |  |  |
| c. Identify, plan for, and recruit diverse work types, talents, and perspectives within teams |  |  |  |  |  |
| d. Apply new team motivation techniques |  |  |  |  |  |

Comments:

### Layer C. Leading the Department: Rate your knowledge and/or skills

Please rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the department*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating my own and others' strengths) |  |  |  |  |  |
| b. Navigating across organizational levels (e.g., influence with limited authority- use networking and relationship building for coalition and consensus building across units or departments) |  |  |  |  |  |
| c. Developing expertise/personal brand and acting as thought leader (e.g., applying creative thinking and design to advance organizational mission; sharing ideas about innovations broadly throughout the department) |  |  |  |  |  |
| d. Differentiating strategy from tactics |  |  |  |  |  |
| e. Effectively communicating shared goals and outcomes, and greater impacts |  |  |  |  |  |
| f. Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors |  |  |  |  |  |
| g. Attracting and developing new strategic partners |  |  |  |  |  |
| h. Leading innovation, including encouraging design thinking, experimenting and rapid prototyping; facilitating new ideas to connect and influence strategy; and spanning boundaries in order to champion, connect, and transform ideas into innovations |  |  |  |  |  |
| i. Developing and fostering productive teamwork and a sense of community within a department |  |  |  |  |  |
| j. Attracting and developing new financial resources |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources) |  |  |  |  |  |
| b. Lead intra-departmental, cross-functional strategy and development |  |  |  |  |  |
| c. Assemble and use intra-departmental/ cross-functional teams effectively |  |  |  |  |  |
| d. Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics |  |  |  |  |  |
| d. Evolve strategy to capitalize on new ideas and developments |  |  |  |  |  |
| e. Navigate cross-functional perspectives and needs into overall strategy |  |  |  |  |  |
| f. Recognize challenges to and techniques for leading intra-departmental and cross-functional teams |  |  |  |  |  |
| g. Increase team members’ confidence and professional networks within department |  |  |  |  |  |
| h. Recognize and take advantage of opportunities to collaborate across departments or outside the organization |  |  |  |  |  |
| i. Attract necessary talent and funding to accomplish strategies |  |  |  |  |  |

Comments:

###  Layer D. Leading Multiple Departments: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading multiple departments*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas) |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence with limited authority- sell ideas to broader audiences outside of departments by helping others understand the ideas' importance to the success of the organization) |  |  |  |  |  |
| d. Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas) |  |  |  |  |  |
| e. Facilitating environment for innovation; develop pipeline for innovative projects (e.g., keep focused on what could be by constantly providing opportunities for absorbing and analyzing information and discussion of ideas and strategies) |  |  |  |  |  |
| f. Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities |  |  |  |  |  |
| g. Recognizing and responding to diverse needs within and across departments |  |  |  |  |  |
| h. Identifying and obtaining resources needed for departments’ success |  |  |  |  |  |
| i. Developing and implementing shared goals, strategies, and expectations |  |  |  |  |  |
| j. Identifying and developing expertise/talent needed for departments’ success |  |  |  |  |  |
| k. Applying outcomes-oriented evaluation methods |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Think, act, and influence strategically |  |  |  |  |  |
| b. Balance leading external efforts while furthering internal objectives |  |  |  |  |  |
| c. Lead more effectively across multiple stakeholders |  |  |  |  |  |

Comments:

### Layer E. Leading the Organization: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the organization*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Agile learning (e.g., encouraging my staff and board to actively learn) |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence with limited authority) |  |  |  |  |  |
| d. Team-building (e.g., building effective teams across organizational boundaries) |  |  |  |  |  |
| e. Developing expertise (e.g., acting as thought leader) |  |  |  |  |  |
| f. Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects) |  |  |  |  |  |
| g. Advocating for my cultural institution, including presenting the value of cultural institutions to key stakeholders, and demonstrating the economic and social impacts of organization/cultural sector |  |  |  |  |  |
| h. Strategically networking with peers and engaging with partners |  |  |  |  |  |
| i. Thinking, acting, and influencing strategic change |  |  |  |  |  |
| j. Leading and strengthening the culture of the organization |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Model and create culture change |  |  |  |  |  |
| b. Advocate for the work of the institution and its staff |  |  |  |  |  |
| c. Articulate the value of the cultural sector as a whole |  |  |  |  |  |
| d. Present organizational value to specified audiences |  |  |  |  |  |
| e. Catalyze and exchange ideas into action with external partners |  |  |  |  |  |
| f. Identify and prioritize field contributions based on organizational needs |  |  |  |  |  |
| g. Match board reach, skills, and assets with strategic organizational needs |  |  |  |  |  |
| h. Assess individual board member assets |  |  |  |  |  |

### Comments:

### Layer F. Leading the Profession: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the profession*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and "against the tide" inquiry; promoting equity and diversity) |  |  |  |  |  |
| b. Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal) |  |  |  |  |  |
| c. Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues) |  |  |  |  |  |
| d. Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator) |  |  |  |  |  |
| e. Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries) |  |  |  |  |  |
| f. Developing expertise (e.g., participating in field conferences as panelist and presenter, writing for formal and informal publications on the state of the field, mentoring, acting as thought leader, authoritative voice for the profession) |  |  |  |  |  |
| g. Team-building (e.g., building effective teams across organizational boundaries) |  |  |  |  |  |
| h. Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and "against the tide" inquiry, cultivating culture of innovation, acting as role model, walking the walk and talking the talk of institutional mission) |  |  |  |  |  |
| i. Negotiating political entities |  |  |  |  |  |
| j. Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors |  |  |  |  |  |
| k. Sharpening critical thinking, writing, and speaking skills |  |  |  |  |  |
| l. Leading or participating in large-scale change efforts that can be used across sectors |  |  |  |  |  |
| m. Building strong cases for change that can be used across sectors |  |  |  |  |  |
| n. Incorporate leading the profession into my daily/weekly/monthly routines |  |  |  |  |  |
| o. Being transparent and trusted; being authentic |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Articulate issues common across the archives, library, and museum sectors |  |  |  |  |  |
| b. Articulate and develop standards and best practices for cross-sector collaboration |  |  |  |  |  |
| c. Effectively draw divergent voices into conversations about the future of the sectors |  |  |  |  |  |
| d. Integrate trends from nonprofit and for profit sectors |  |  |  |  |  |
| e. Encourage sectors to become laboratories of innovation |  |  |  |  |  |
| f. Promote my work and/or my organization’s work as a model |  |  |  |  |  |
| g. Walk the walk and talk the talk of institutional mission |  |  |  |  |  |

Comments:

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# Section 2: Post-Training Evaluation (Immediate Post-Event)

## Introduction

The Post-Training Evaluation (Immediate Post-Event) is designed to measure individual learners’ learning immediately after the training event. This post-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering. This Post-Training Evaluation is intended for use immediately following an event (e.g., either at the close of the session or within the week following).

Trainers will choose from the range of competencies below in each of the six “Layers of Leadership.” There are six layers altogether, including Layer A: Leading Self; Layer B: Leading Others; Layer C: Leading the Department; Layer D: Leading Multiple Departments; Layer E: Leading the Organization; and Layer F: Leading the Profession. Some training events will address single layers; others will address a variety of layers. In this custom-designed section, please choose only the questions (numbered) and items (lettered in the tables below each question) that correspond to the specific competencies your training event addresses.

Trainers can use the survey tool of their choice (e.g., SurveyMonkey, SurveyGizmo, Zoho, GoogleForms, etc.) to provide the assessment to their students/learners.

If a trainer plans to compare a learner’s Pre-Training Skills Assessment to their Post-Training Evaluation(s), the trainer must create a UserID (e.g., the learner’s email address or name or, if the trainer wishes to maintain a learner’s anonymity, an assigned number) to track those responses. We have not supplied this in the questions below, as its form and substance will vary for different trainers and different survey tools.

## Common Questions (for all learners)

1. Did you previously complete a Pre-Workshop Skills Assessment for this training event?
* Yes
* No

### About your leadership development experience

1. Please identify the specific leadership development offering in which you participated.
* Offering 1
* Offering 2
* Other
1. What was the first day of this offering? (Please enter the date in MM/DD/YYYY format. If you do not know the start date, you may leave this item blank.)

\_\_\_/\_\_\_/\_\_\_\_

1. Rate the following aspects of this leadership development experience.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Poor | Fair | Good | Excellent | Not relevant |
| Organization of materials |  |  |  |  |  |
| Instructor clarity |  |  |  |  |  |

1. My understanding has increased as a result of this leadership development experience.
* Strongly disagree
* Disagree
* Neither agree nor disagree
* Agree
* Strongly agree
1. My interest in this topic has increased as a result of this leadership development experience.
* Strongly disagree
* Disagree
* Neither agree nor disagree
* Agree
* Strongly agree
1. I am confident I can apply what I learned in this leadership development offering.
* Strongly disagree
* Disagree
* Neither agree nor disagree
* Agree
* Strongly agree
1. Please describe any specific changes supported by this leadership development experience that you plan to make in your approach to your work and/or your role in your professional setting:

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## Custom-selected Questions (based on competencies)

*Instructors: The questions below are separated by Leadership “Layers” as described in the Nexus LAB “Layers of Leadership” publication. There are six layers altogether, including Layer A: Leading Self; Layer B: Leading Others; Layer C: Leading the Department; Layer D: Leading Multiple Departments; Layer E: Leading the Organization; and Layer F: Leading the Profession. Some training events will address single layers; others will address a variety of layers. In this custom-designed section, please choose only the questions (numbered) and items (lettered in the tables below each question) that correspond to the specific competencies your training event addresses. Please note that these are the same competencies you encountered above in Section 1: Pre-Training Skills Assessment.*

### Layer A: Leading Self - Rate your knowledge and/or skills

In this section, rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading self;* that is, seeking to be an effective and maturing leader amidst the complexities of your organization.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Moving from seeing things as problems to seeing, listening, and understanding different points of view |  |  |  |  |  |
| b. Establishing priorities based on context and being flexible in executing my duties |  |  |  |  |  |
| c. Team-building (e.g., working effectively with others) |  |  |  |  |  |
| d. Stepping back to gain a comprehensive view and assess situations |  |  |  |  |  |
| e. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue) |  |  |  |  |  |
| f. Navigating across organizational levels (influence without authority- using networking and relationship building for coalition and consensus building) |  |  |  |  |  |
| g. Developing expertise/personal brand (e.g., staying on top of trends/innovations in your area(s) and taking on skill-enhancing "stretch" assignments; developing reputation for functional expertise or unique domain knowledge) |  |  |  |  |  |
| h. Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives) |  |  |  |  |  |
| i. Nurturing self-awareness |  |  |  |  |  |
| j. Expanding my networks and taking on skill-enhancing “stretch” projects |  |  |  |  |  |
| k. Identifying and connecting with mentors and sponsors to help me work my development plan |  |  |  |  |  |
| l. Identifying and cultivating a group of peers to learn, plan, and share career goals |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Create, maintain and promote myself as a leader |  |  |  |  |  |
| b. Confidently handle more complicated tasks and projects |  |  |  |  |  |
| c. Create and execute a leadership career plan, including regular check-ins to plot progress and seeking input and support from others |  |  |  |  |  |
| d. Objectively identify my own professional strengths and weaknesses |  |  |  |  |  |
| e. Identify and pursue areas for my future professional growth, including developing and implementing a plan to stay abreast of relevant trends; using this information in my work; and sharing this information with others |  |  |  |  |  |

### Comments:

### Layer B. Leading Others: Rate your knowledge/skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading others*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Establishing priorities based on context and being flexible in executing my duties |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence without authority- develop coalitions, take advantage of opportunities to build relationships and share ideas of mutual benefit) |  |  |  |  |  |
| d. Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill) |  |  |  |  |  |
| e. Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams) |  |  |  |  |  |
| f. Encouraging new knowledge and ideas, including visioning, leading change, openness to change, encouraging and facilitating new, creative ways of working together, and anxiety/change management |  |  |  |  |  |
| g. Recognizing and developing diverse talent |  |  |  |  |  |
| h. Motivating others |  |  |  |  |  |
| i. Situational leadership skills, including delegating |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Apply tools and techniques to encourage knowledge and idea generation in my part of the organization |  |  |  |  |  |
| b. Initiate and lead change in my part of the organization and lead change in support of organizational change initiatives |  |  |  |  |  |
| c. Identify, plan for, and recruit diverse work types, talents, and perspectives within teams |  |  |  |  |  |
| d. Apply new team motivation techniques |  |  |  |  |  |

Comments:

### Layer C. Leading the Department: Rate your knowledge and/or skills

Please rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the department*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating my own and others' strengths) |  |  |  |  |  |
| b. Navigating across organizational levels (e.g., influence with limited authority- use networking and relationship building for coalition and consensus building across units or departments) |  |  |  |  |  |
| c. Developing expertise/personal brand and acting as thought leader (e.g., applying creative thinking and design to advance organizational mission; sharing ideas about innovations broadly throughout the department) |  |  |  |  |  |
| d. Differentiating strategy from tactics |  |  |  |  |  |
| e. Effectively communicating shared goals and outcomes, and greater impacts |  |  |  |  |  |
| f. Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors |  |  |  |  |  |
| g. Attracting and developing new strategic partners |  |  |  |  |  |
| h. Leading innovation, including encouraging design thinking, experimenting and rapid prototyping; facilitating new ideas to connect and influence strategy; and spanning boundaries in order to champion, connect, and transform ideas into innovations |  |  |  |  |  |
| i. Developing and fostering productive teamwork and a sense of community within a department |  |  |  |  |  |
| j. Attracting and developing new financial resources |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources) |  |  |  |  |  |
| b. Lead intra-departmental, cross-functional strategy and development |  |  |  |  |  |
| c. Assemble and use intra-departmental/ cross-functional teams effectively |  |  |  |  |  |
| d. Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics |  |  |  |  |  |
| d. Evolve strategy to capitalize on new ideas and developments |  |  |  |  |  |
| e. Navigate cross-functional perspectives and needs into overall strategy |  |  |  |  |  |
| f. Recognize challenges to and techniques for leading intra-departmental and cross-functional teams |  |  |  |  |  |
| g. Increase team members’ confidence and professional networks within department |  |  |  |  |  |
| h. Recognize and take advantage of opportunities to collaborate across departments or outside the organization |  |  |  |  |  |
| i. Attract necessary talent and funding to accomplish strategies |  |  |  |  |  |

Comments:

###  Layer D. Leading Multiple Departments: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading multiple departments*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas) |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence with limited authority- sell ideas to broader audiences outside of departments by helping others understand the ideas' importance to the success of the organization) |  |  |  |  |  |
| d. Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas) |  |  |  |  |  |
| e. Facilitating environment for innovation; develop pipeline for innovative projects (e.g., keep focused on what could be by constantly providing opportunities for absorbing and analyzing information and discussion of ideas and strategies) |  |  |  |  |  |
| f. Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities |  |  |  |  |  |
| g. Recognizing and responding to diverse needs within and across departments |  |  |  |  |  |
| h. Identifying and obtaining resources needed for departments’ success |  |  |  |  |  |
| i. Developing and implementing shared goals, strategies, and expectations |  |  |  |  |  |
| j. Identifying and developing expertise/talent needed for departments’ success |  |  |  |  |  |
| k. Applying outcomes-oriented evaluation methods |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Think, act, and influence strategically |  |  |  |  |  |
| b. Balance leading external efforts while furthering internal objectives |  |  |  |  |  |
| c. Lead more effectively across multiple stakeholders |  |  |  |  |  |

Comments:

### Layer E. Leading the Organization: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the organization*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Agile learning (e.g., encouraging my staff and board to actively learn) |  |  |  |  |  |
| b. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths) |  |  |  |  |  |
| c. Navigating across organizational levels (e.g., influence with limited authority) |  |  |  |  |  |
| d. Team-building (e.g., building effective teams across organizational boundaries) |  |  |  |  |  |
| e. Developing expertise (e.g., acting as thought leader) |  |  |  |  |  |
| f. Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects) |  |  |  |  |  |
| g. Advocating for my cultural institution, including presenting the value of cultural institutions to key stakeholders, and demonstrating the economic and social impacts of organization/cultural sector |  |  |  |  |  |
| h. Strategically networking with peers and engaging with partners |  |  |  |  |  |
| i. Thinking, acting, and influencing strategic change |  |  |  |  |  |
| j. Leading and strengthening the culture of the organization |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Model and create culture change |  |  |  |  |  |
| b. Advocate for the work of the institution and its staff |  |  |  |  |  |
| c. Articulate the value of the cultural sector as a whole |  |  |  |  |  |
| d. Present organizational value to specified audiences |  |  |  |  |  |
| e. Catalyze and exchange ideas into action with external partners |  |  |  |  |  |
| f. Identify and prioritize field contributions based on organizational needs |  |  |  |  |  |
| g. Match board reach, skills, and assets with strategic organizational needs |  |  |  |  |  |
| h. Assess individual board member assets |  |  |  |  |  |

Comments:

###  Layer F. Leading the Profession: Rate your knowledge and/or skills

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the profession*.

In the questions that follow, when several descriptions or examples are provided rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

1. Please rate your current level of knowledge and/or skill in the following areas.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | My knowledge and/or skills need significant improvement to do this competently | My knowledge and/or skills need minor improvement to do this competently | I have the knowledge and/or skills to do this competently | I have the knowledge and/or skills to excel in this area | Not relevant |
| a. Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and "against the tide" inquiry; promoting equity and diversity) |  |  |  |  |  |
| b. Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal) |  |  |  |  |  |
| c. Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues) |  |  |  |  |  |
| d. Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator) |  |  |  |  |  |
| e. Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries) |  |  |  |  |  |
| f. Developing expertise (e.g., participating in field conferences as panelist and presenter, writing for formal and informal publications on the state of the field, mentoring, acting as thought leader, authoritative voice for the profession) |  |  |  |  |  |
| g. Team-building (e.g., building effective teams across organizational boundaries) |  |  |  |  |  |
| h. Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and "against the tide" inquiry, cultivating culture of innovation, acting as role model, walking the walk and talking the talk of institutional mission) |  |  |  |  |  |
| i. Negotiating political entities |  |  |  |  |  |
| j. Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors |  |  |  |  |  |
| k. Sharpening critical thinking, writing, and speaking skills |  |  |  |  |  |
| l. Leading or participating in large-scale change efforts that can be used across sectors |  |  |  |  |  |
| m. Building strong cases for change that can be used across sectors |  |  |  |  |  |
| n. Incorporate leading the profession into my daily/weekly/monthly routines |  |  |  |  |  |
| o. Being transparent and trusted; being authentic |  |  |  |  |  |

1. Please rate your current level of preparedness to do the following.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all prepared | Slightly prepared | Somewhat prepared | Very prepared | Not relevant |
| a. Articulate issues common across the archives, library, and museum sectors |  |  |  |  |  |
| b. Articulate and develop standards and best practices for cross-sector collaboration |  |  |  |  |  |
| c. Effectively draw divergent voices into conversations about the future of the sectors |  |  |  |  |  |
| d. Integrate trends from nonprofit and for profit sectors |  |  |  |  |  |
| e. Encourage sectors to become laboratories of innovation |  |  |  |  |  |
| f. Promote my work and/or my organization’s work as a model |  |  |  |  |  |
| g. Walk the walk and talk the talk of institutional mission |  |  |  |  |  |

Comments:

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# Section 3: Post-Training Evaluation (3-Month)

## Introduction

The Post-Training Evaluation (3-Month) is designed to measure applied skills and changes in behavior three months after the training event. This post-training assessment includes common questions that can be presented to all learners, and an additional set of custom-selected questions that the instructor will identify according to the Layers and Competencies addressed by the specific offering.

This Post-Training Evaluation is intended for use three months after an event, and it evaluates the impact of the training on the learner’s ongoing work.

Trainers can use the survey tool of their choice (e.g., SurveyMonkey, SurveyGizmo, Zoho, GoogleForms, etc.) to provide the assessment to their students/learners.

If a trainer plans to compare a learner’s Pre-Training Skills Assessment to their Post-Training Evaluation(s), the trainer must create a UserID (e.g., the learner’s email address or name or, if the trainer wishes to maintain a learner’s anonymity, an assigned number) to track those responses. We have not supplied this in the questions below, as its form and substance will vary for different trainers and different survey tools.

## Common Questions (for all learners)

### About your leadership development training experience

1. Please identify the specific leadership development offering in which you participated.\*
* Offering 1
* Offering 2
* Other
1. What was the first day of this offering? (Please enter the date in MM/DD/YYYY format. If you do not know the start date, you may leave this item blank.)

\_\_\_/\_\_\_/\_\_\_\_

1. Did you previously complete a Pre-Workshop Skills Assessment and/or a Post-Workshop Evaluation for this training event?
* Yes, I completed a Pre-Workshop Skills Assessment
* Yes, I completed a Post-Workshop Evaluation
* Yes, I completed both the Pre-Workshop Skills Assessment and the Post-Workshop Evaluation
* No, I did not complete any other assessments/evaluations for this training event

### Organizational context

1. During the past year, the leadership activities described in the previous items have been supported by the following factors: (Check all that apply.)
* Cohesive leadership team
* Adequate levels of funding/financial support for engagement in continuing education
* Staff coverage and/or other resources available to support activities
* Clear, articulated buy-in or support for continuing education from leadership and/or board
* Support for involvement in professional organizations
* Empowerment to take risks
* Incentives, recognition, and/or rewards for successful completion of priority projects
* Other (please describe): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
1. During the past year, the leadership activities described in the previous items have been hindered by the following factors: (Check all that apply.)
* Lack of cohesion on leadership team
* Inadequate funding/financial support for engagement in continuing education
* Inadequate staff coverage or other resources available to support activities
* Lack of buy-in or support for continuing education from leadership and/or board
* Lack of support for involvement in professional organizations
* Lack of empowerment to take risks
* Insufficient incentives, recognition, and/or rewards for successful completion of priority projects
* Other (please describe): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Custom-selected Questions (based on competencies)

*Instructors: The questions below are separated by Leadership “Layers” as described in the Nexus LAB “Layers of Leadership” publication. There are six layers altogether, including Layer A: Leading Self; Layer B: Leading Others; Layer C: Leading the Department; Layer D: Leading Multiple Departments; Layer E: Leading the Organization; and Layer F: Leading the Profession. Some training events will address single layers; others will address a variety of layers. In this custom-designed section, please choose only the questions (numbered) and items (lettered in the tables below each question) that correspond to the specific competencies your training event addresses.*

### Layer A. Leading Self

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a. Motivated individuals take on tasks that promote collaboration across and outside my organization |  |  |  |  |  |  |  |  |
| b. Our organization is developing a workforce that is valued by its stakeholders |  |  |  |  |  |  |  |  |
| c. Leaders are emerging to fill leadership gaps as they occur within my organization |  |  |  |  |  |  |  |  |
| d. The leaders in my organization are engaged across sectors (archives, libraries, and museums) |  |  |  |  |  |  |  |  |
| e. The leaders in my organization are collaborative, exchanging information and ideas and creating strong messages for public participation and support |  |  |  |  |  |  |  |  |

### Layer B: Leading Others

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a. In general, I support my colleagues' efforts to develop new knowledge and generate and share new ideas |  |  |  |  |  |  |  |  |
| b. Staff in my organization collaborate effectively |  |  |  |  |  |  |  |  |
| c. I actively support my organization's efforts to initiate and/or participate in cross-sector collaboration and information sharing |  |  |  |  |  |  |  |  |
| d. I actively share and/or model best practices in the area of leadership development |  |  |  |  |  |  |  |  |
| e. I develop programs and/or services that are responsive to user needs |  |  |  |  |  |  |  |  |

### Layer C: Leading the Department

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a. I observe a strong level of engagement in strategy development across staff |  |  |  |  |  |  |  |  |
| b. I take actions to address staff needs in order to increase productivity |  |  |  |  |  |  |  |  |
| c. I am well-positioned to connect staff with other professionals to expand their networks |  |  |  |  |  |  |  |  |
| d. My department is able to take on complex strategies and projects |  |  |  |  |  |  |  |  |
| e. My department is able to obtain needed resources |  |  |  |  |  |  |  |  |
| f. I actively initiate and/or participate in cross-sector collaboration and information sharing |  |  |  |  |  |  |  |  |
| g. I actively share and/or model best practices in the area of leadership development |  |  |  |  |  |  |  |  |
| h. I develop programs and/or services in my department that are responsive to user needs |  |  |  |  |  |  |  |  |

### Layer D: Leading Multiple Departments

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a. Planning across the departments that I oversee is responsive to current trends and factors |  |  |  |  |  |  |  |  |
| b. In the multiple departments that I oversee, teams work effectively across organizational and functional lines |  |  |  |  |  |  |  |  |
| c. In the multiple departments that I oversee, I observe evidence of improved agility (i.e., quick and effective solutions that can be applied to changing circumstances) |  |  |  |  |  |  |  |  |
| d. In the multiple departments that I oversee, I observe examples of innovation (i.e., creative, desirable solutions that have not been tried before) |  |  |  |  |  |  |  |  |
| e. In the multiple departments that I oversee, I ensure that leaders are recognized for their contributions to the field |  |  |  |  |  |  |  |  |
| f. In the multiple departments that I oversee, I support staff engagement with colleagues in our field that leads to effective partnerships |  |  |  |  |  |  |  |  |
| g. In the multiple departments that I oversee, I actively promote positive stakeholder development and engagement |  |  |  |  |  |  |  |  |
| h. In the multiple departments that I oversee, I actively promote best practices for leadership development |  |  |  |  |  |  |  |  |
| i. The value of the work produced by the multiple departments that I oversee is widely recognized within and across the community we serve |  |  |  |  |  |  |  |  |
| j. The value of the multiple departments that I oversee is widely recognized as a critical part of the fabric of the community we serve |  |  |  |  |  |  |  |  |

**Layer E: Leading the Organization**

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a, I ensure that my organization's communications effectively target key audiences. |  |  |  |  |  |  |  |  |
| b. I employ compelling talking points with staff and stakeholders that highlight our organization’s contribution to the community we serve |  |  |  |  |  |  |  |  |
| c. I ensure that my organization’s staff have clear outlets for making contributions to the field (e.g., memberships in professional associations, speaking engagements) |  |  |  |  |  |  |  |  |
| d. I successfully identify gaps within the reach, skills, and assets of my organization’s board |  |  |  |  |  |  |  |  |
| e. I ensure that my organization’s leaders have opportunities for recognition across sectors for their professional contributions |  |  |  |  |  |  |  |  |
| f. In my organization, I actively support strategic partnership opportunities arising from leader contributions to the field |  |  |  |  |  |  |  |  |
| g. In my organization, I actively support positive board and stakeholder development and engagement |  |  |  |  |  |  |  |  |
| h. I actively support best practices for leadership development for other leaders in my organization |  |  |  |  |  |  |  |  |
| i. My organization's value is widely recognized within and across our community |  |  |  |  |  |  |  |  |
| j. The value of my organization is widely recognized as a critical part of the fabric of the community we serve |  |  |  |  |  |  |  |  |

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### Layer F: Leading the Profession

1. To what extent do you agree or disagree with the following statements?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Totally disagree | Mostly disagree | Slightly disagree | Slightly agree | Mostly agree | Totally agree | Don’t know/ can’t say | Doesn’t apply |
| a. In my profession-level work, I communicate to stakeholders the value of archives, libraries, and museums as indispensable educational and cultural community assets |  |  |  |  |  |  |  |  |
| b. In my profession-level work, I actively support efforts in archives, libraries, and museums to systematically assess external impact using evidence-based metrics |  |  |  |  |  |  |  |  |
| c. In my profession-level work, I actively support efforts in archives, libraries, and museums to systematically implement best practices |  |  |  |  |  |  |  |  |
| d. In my profession-level work, I actively support efforts across the archives, library, and/or museum sectors to work together on projects such as developing joint advocacy, awareness-building, joint fundraising, and joint programming |  |  |  |  |  |  |  |  |
| e. In my profession-level work, I actively engage in efforts to demonstrate the value of my profession and its recognition within and across the communities it serves |  |  |  |  |  |  |  |  |
| f. In my profession-level work, I actively promote recognition of my profession as a critical part of the fabric of the communities it serves |  |  |  |  |  |  |  |  |
| g. I join other leaders in my profession in serving as a national and international voice for issues that affect libraries, archives, and museums |  |  |  |  |  |  |  |  |

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