Nexus LAB Evaluation Resources Development:
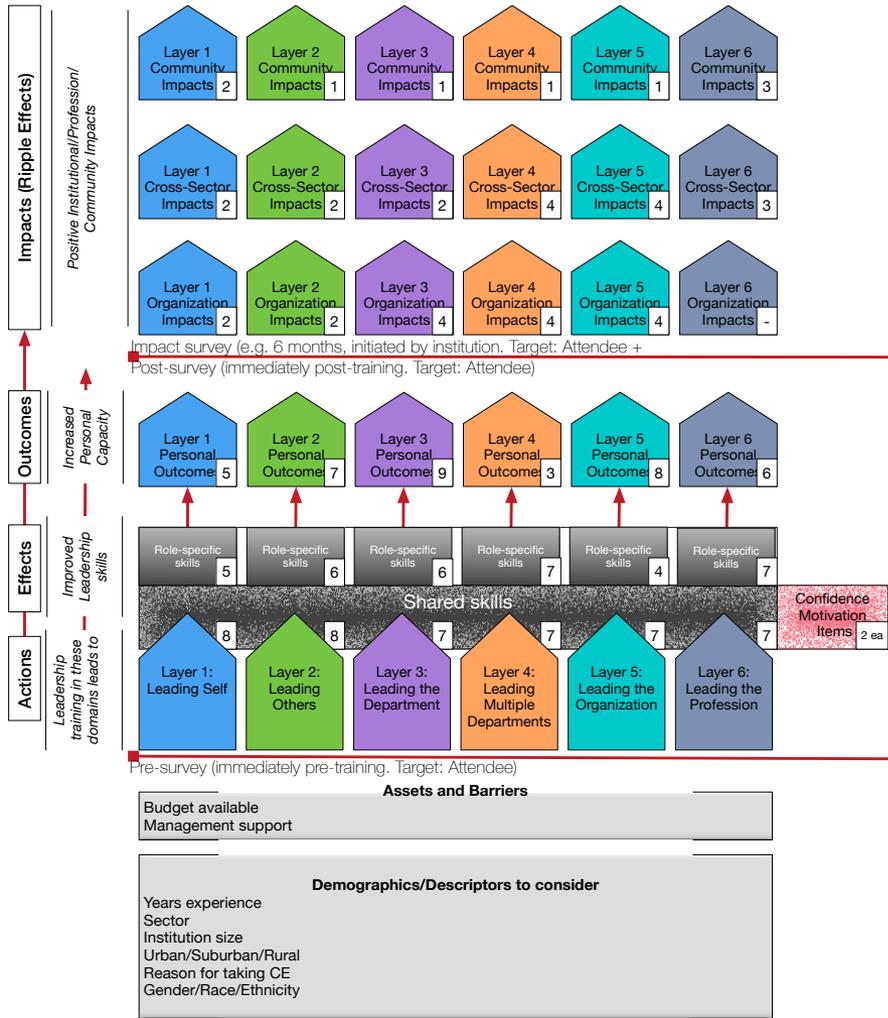
Resources Appendix
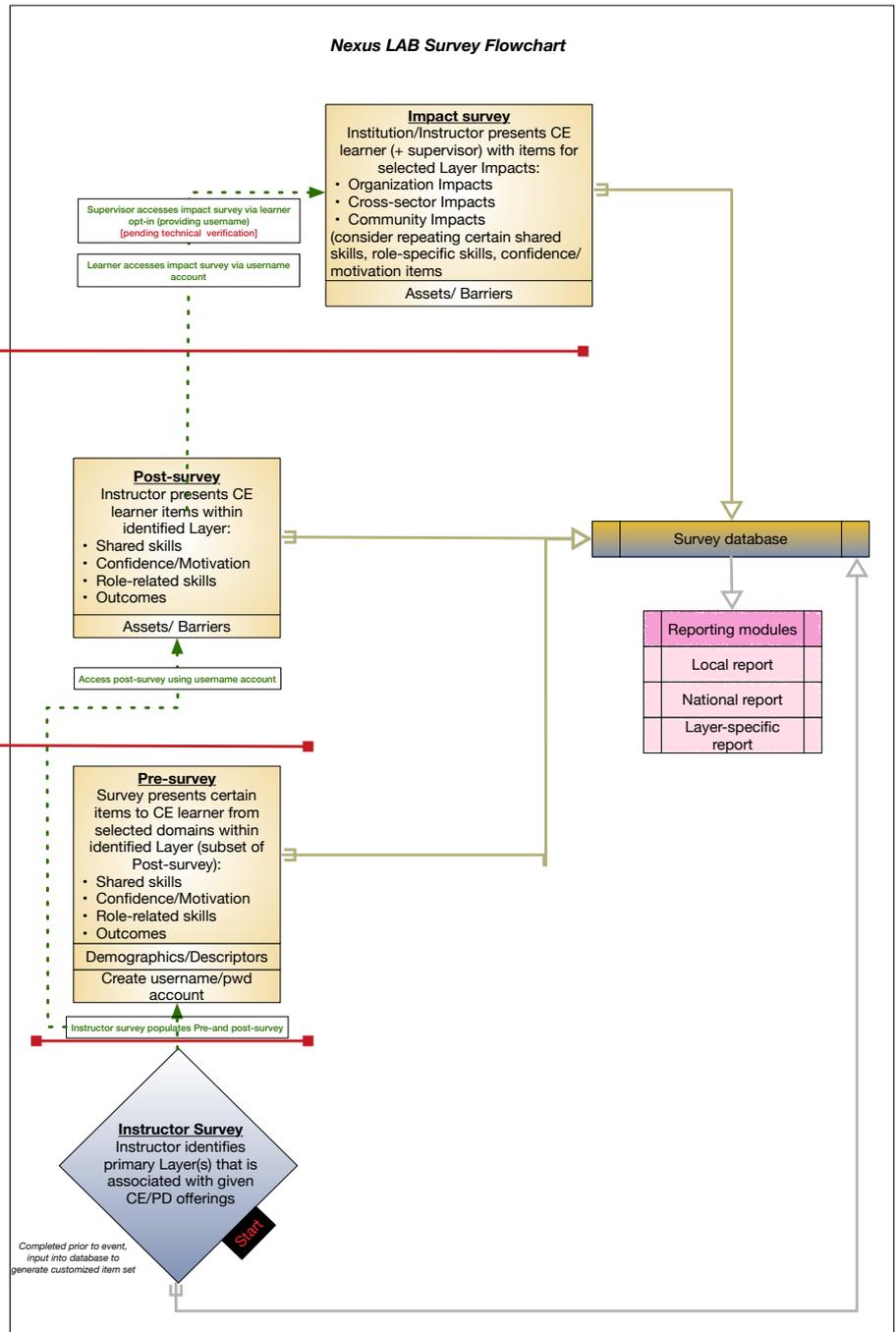
EDUCOPIA INSTITUTE

True Bearing
see change.

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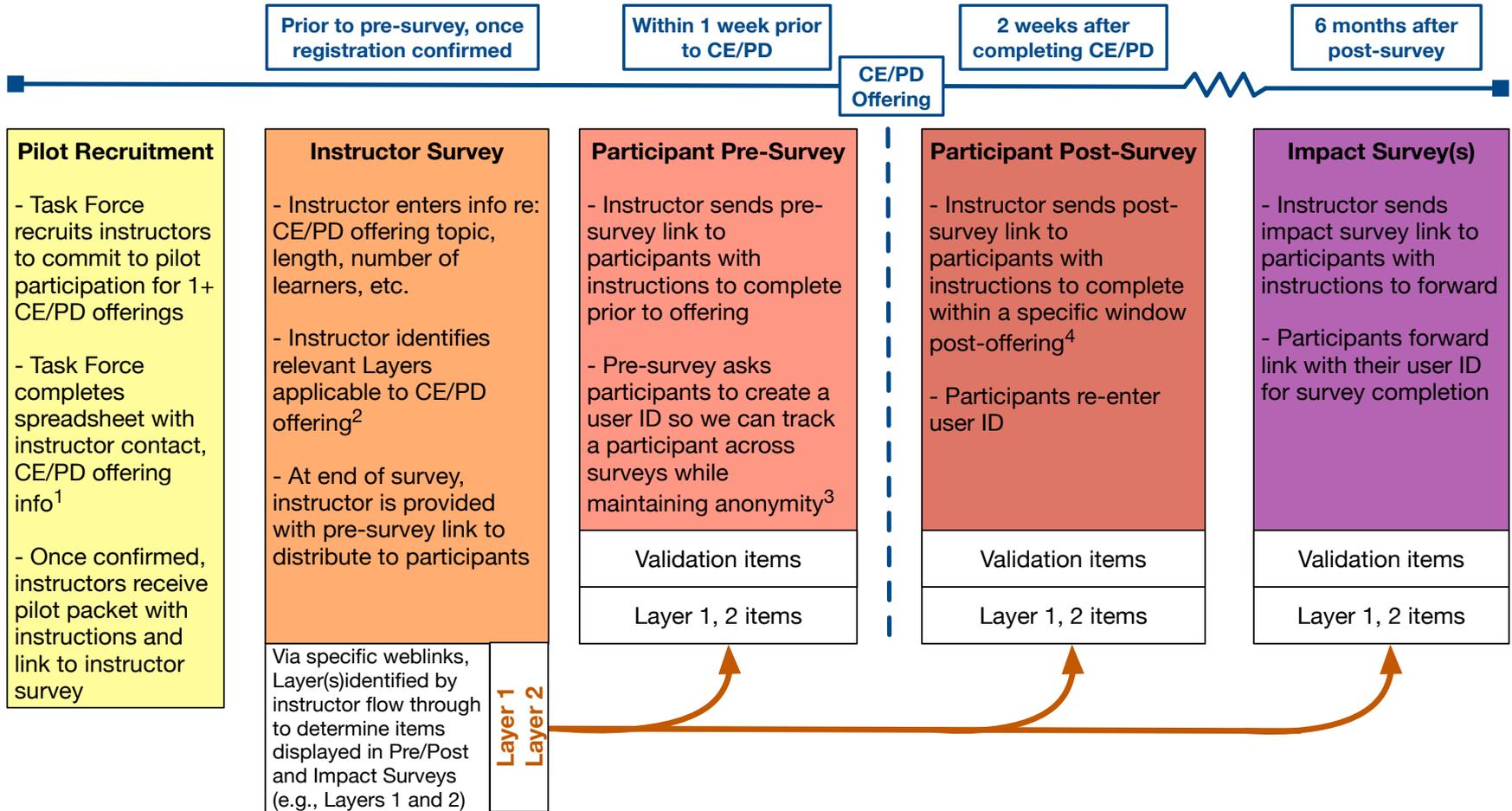
Nexus LAB Action Map

Impacts (Ripple Effects)
Positive Institutional/Profession/ Community Impacts

| Layer 1 Community Impacts | 2 | Layer 2 Community Impacts | 1 | Layer 3 Community Impacts | 1 | Layer 4 Community Impacts | 1 | Layer 5 Community Impacts | 1 | Layer 6 Community Impacts | 3 |

| Layer 1 Cross-Sector Impacts | 2 | Layer 2 Cross-Sector Impacts | 2 | Layer 3 Cross-Sector Impacts | 2 | Layer 4 Cross-Sector Impacts | 4 | Layer 5 Cross-Sector Impacts | 4 | Layer 6 Cross-Sector Impacts | 3 |

| Layer 1 Organization Impacts | 2 | Layer 2 Organization Impacts | 2 | Layer 3 Organization Impacts | 4 | Layer 4 Organization Impacts | 4 | Layer 5 Organization Impacts | 4 | Layer 6 Organization Impacts | - |

Impact survey (e.g. 6 months, initiated by institution. Target: Attendee +
Post-survey (immediately post-training. Target: Attendee)

Outcomes
Increased Personal Capacity

| Layer 1 Personal Outcomes | 5 | Layer 2 Personal Outcomes | 7 | Layer 3 Personal Outcomes | 9 | Layer 4 Personal Outcomes | 3 | Layer 5 Personal Outcomes | 8 | Layer 6 Personal Outcomes | 6 |

Effects
Improved Leadership skills

| Role-specific skills | 5 | Role-specific skills | 6 | Role-specific skills | 6 | Role-specific skills | 7 | Role-specific skills | 4 | Role-specific skills | 7 |

Shared skills

| Confidence Motivation Items | 2 ea |

Actions
Leadership training in these domains leads to

| | 8 | | 8 | | 7 | | 7 | | 7 | | 7 |

| Layer 1: Leading Self | Layer 2: Leading Others | Layer 3: Leading the Department | Layer 4: Leading Multiple Departments | Layer 5: Leading the Organization | Layer 6: Leading the Profession |

Pre-survey (immediately pre-training. Target: Attendee)

Assets and Barriers
Budget available
Management support

Demographics/Descriptors to consider
Years experience
Sector
Institution size
Urban/Suburban/Rural
Reason for taking CE
Gender/Race/Ethnicity

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Nexus LAB Survey Flowchart

Impact survey
Institution/Instructor presents CE learner (+ supervisor) with items for selected Layer Impacts:
- Organization Impacts
- Cross-sector Impacts
- Community Impacts

(consider repeating certain shared skills, role-specific skills, confidence/ motivation items

Assets/ Barriers

Supervisor accesses impact survey via learner opt-in (providing username) [pending technical verification]

Learner accesses impact survey via username account

Post-survey
Instructor presents CE learner items within identified Layer:
- Shared skills
- Confidence/Motivation
- Role-related skills
- Outcomes

Assets/ Barriers

Access post-survey using username account

Pre-survey
Survey presents certain items to CE learner from selected domains within identified Layer (subset of Post-survey):
- Shared skills
- Confidence/Motivation
- Role-related skills
- Outcomes

Demographics/Descriptors

Create username/pwd account

Instructor survey populates Pre-and post-survey

Instructor Survey
Instructor identifies primary Layer(s) that is associated with given CE/PD offerings

Start

Completed prior to event, input into database to generate customized item set

Survey database

Reporting modules
Local report
National report
Layer-specific report

Nexus LAB Pilot Survey Suite Flow

Prior to pre-survey, once registration confirmed	Within 1 week prior to CE/PD	**CE/PD Offering**	2 weeks after completing CE/PD	6 months after post-survey

Pilot Recruitment

- Task Force recruits instructors to commit to pilot participation for 1+ CE/PD offerings

- Task Force completes spreadsheet with instructor contact, CE/PD offering info[1]

- Once confirmed, instructors receive pilot packet with instructions and link to instructor survey

Instructor Survey

- Instructor enters info re: CE/PD offering topic, length, number of learners, etc.

- Instructor identifies relevant Layers applicable to CE/PD offering[2]

- At end of survey, instructor is provided with pre-survey link to distribute to participants

Via specific weblinks, Layer(s) identified by instructor flow through to determine items displayed in Pre/Post and Impact Surveys (e.g., Layers 1 and 2)

Layer 1 / Layer 2

Participant Pre-Survey

- Instructor sends pre-survey link to participants with instructions to complete prior to offering

- Pre-survey asks participants to create a user ID so we can track a participant across surveys while maintaining anonymity[3]

Validation items

Layer 1, 2 items

Participant Post-Survey

- Instructor sends post-survey link to participants with instructions to complete within a specific window post-offering[4]

- Participants re-enter user ID

Validation items

Layer 1, 2 items

Impact Survey(s)

- Instructor sends impact survey link to participants with instructions to forward

- Participants forward link with their user ID for survey completion

Validation items

Layer 1, 2 items

Notes:

1. Task Force to check for optimal numbers, variety and timing within pilot window.
2. TrueBearing can track instructor responses for coverage across Layers (aiming for ~60 participants per Layer).
3. Participants must note their user ID for use across surveys as we will not be able to associate a participant with their user ID. However, the procedure for selecting an ID can be systematized (e.g., last two digits of phone number, birth date, and middle initial to create a 5 digit ID).

4. Note that the instructor is the primary point of contact to distribute the surveys to participants. We should consider having a project lead designated to contact instructors with reminders at appropriate times.

Methods

- The Project Team designed a Survey Suite comprised of four elements (for full survey instruments, see Resources Appendix):

  - Instructor Survey

  - Learner Survey, Part 1 (pre-program)

  - Learner Survey, Part 2 (post-program)

  - Learner Survey, Part 3 (Impact – three months post-program)

- Knowing that each CE/PD offering would cover different areas of the Nexus LAB design framework with a variety of programmatic goals, the Instructor Survey was designed to help translate these widely varying offerings into the language of the model. In the survey, instructors were provided with descriptions to enable them to select which Layers applied to their offering (up to three), and to which specific item areas within each Layer they wanted their learners to respond.

- The results of the Instructor Survey were then used to systematically shape each of the Learner Surveys. A simplified summary of the instructor's specifications was generated by the survey platform, which was automatically sent to Educopia staff. They incorporated this summary in a set of instructions for instructors to provide to their learners in the pre-program stage.

- At the outset of Part 1, learners were prompted to enter the Layers and items that their instructor had selected. Then, based on this input the learners would only be presented with the specific items that were relevant to their CE/PD offering throughout Parts 1, 2, and 3. (For more detail, see *Nexus LAB Pilot Survey Suite Flow* in the Resources Appendix.)

- Once the initial testing and refining of the Survey Suite was complete, the Nexus LAB Evaluation Task Force and Educopia staff recruited specific CE/PD offerings for involvement in the full pilot. An extended period (April 2016 to June 2017) 5was devoted to this recruitment and piloting to allow for a three month interval between Part 2 (post-program) and Part 3 (impact).

- Six CE/PD offerings participated in the pilot, with a total of 111 identifiable participants.

Nexus LAB Survey Suite
Instructor Survey with Logic

Nexus LAB Leadership Skills Assessment Configuration Tool

Welcome! On the following screens, you will select the specific questions that most closely reflect the learning objectives for your leadership offering. Learner assessments will be generated based directly on your the information you provide here. You can complete the survey in one sitting, or you can save your responses and receive a link via email to return and complete the survey later. To do so, click the gray bar at the top of the window that says "Save and continue later." You will be prompted to enter your email address and a personalized link will be emailed to you.

Once completed, you will receive an email with a link to the customized Leadership Skills Assessment, along with instructions for forwarding it to the learners in your continuing education offering.

Thank you for your time. If you have questions about the project or this survey, please contact Project Manager Christina Drummond at <u>christina@educopia.org</u>.

If you agree to the terms above and wish to begin the instructor survey, click continue.*

Continue

No, thanks

About this continuing education offering

1) Please enter the title and sponsoring institution for the continuing education/professional development offering you are providing.

Offering title: _____

Sponsoring institution: _____

Instructor name (if more than one, enter "Multiple"): _____

2) What is the first day of this offering? (Please enter in MM/DD/YYYY format.)*

___/___/_____

3) What is the last day of this offering? (Please enter in MM/DD/YYYY format.)*

___/___/_____

4) How many seat hours are required in this offering? Enter the nearest whole number.

_____

5) What is the method of delivery of this offering? Check all that apply if multiple methods are used.

___ In-person instructor delivery

___ Live online delivery

___ Recorded or asynchronous online delivery

___ Independent study

___ Other (please specify): _____

6) What is the primary mode of instruction for this offering?

___ Lecture or workshop

___ Lab training

___ Self-study/guided learning

___ Online materials

___ Print offline materials

___ Peer-directed group learning

___ Blended online and classroom delivery

___ Other (please specify): _____

About the organizational layers and domains covered in this continuing education offering

7) Which of the following most closely reflect the primary organizational leadership layer in the learning objectives of this offering? You may select up to three. Later, you will choose from items within your selected layers for inclusion in the customized survey for your learners.*

___ Layer 1: Leading self (How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?)

___ Layer 2: Leading others (I'm good at doing my own work, but how do I get the work done by others?)

___ Layer 3: 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?)

___ Layer 4: Leading multiple departments (How might the collective performance of my departments be enhanced for the long term success of the overall organization?)

___ Layer 5: 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?)

___ Layer 6: Leading the profession (How do I make an impact on the growth, development, sustainability and reputation of my profession?)

8) Which of the following topical domains best reflect the primary learning objectives of your offering? Mark as many as apply.*

___ Leading organizational culture

___ Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)

___ Agile learning

___ Communicating effectively

___ Navigating organizational levels

___ Developing expertise

___ Team building

___ Innovation leadership

___ Other (please specify): _____

___ None of the above

Selecting Leadership Skills Assessment Questions

On the next few screens, you will see a pool of items addressed to your learners. These items will be organized according to the layers you just selected. Please select those items that most closely reflect the primary learning objectives of your offering. By selecting only the most relevant items, you will be able to customize the Leadership Skills Assessment to address the key content covered by your offering.

In each of the sections that follow, please mark up to six specific items you believe are most relevant to your offering. Put another way, which of these

questions describe those knowledge and/or skill areas in which you expect to see the greatest improvement among the individuals who complete your program?

Layer 1.[1] The challenge of leading self: "How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"

9) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS1	Moving from seeing things as problems to seeing, listening, and understanding different points of view
IS2	Establishing priorities based on context and being flexible in executing my duties
IS3	Team-building (e.g., working effectively with others)
IS4	Stepping back to gain a comprehensive view and assess situations
IS5	Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)
IS6	Navigating across organizational levels (e.g., influence without authority- using networking and relationship building for coalition and consensus building)
IS7	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)
IS8	Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives)
IS9	Nurture self-awareness
IS10	Expand my networks and take on skill-enhancing "stretch" projects
IS11	Identify and connect with mentors and sponsors to help you work your development plan
IS12	Identify and cultivate a group of peers to learn, plan, and share career goals
IS13	Create, maintain and promote myself as a leader
IS14	Confidently handle more complicated tasks and projects

---

[1] Layer 1 (Item 9) displayed to instructor only if "Layer 1" was selected in item 7 above.

IS15	Create and execute a leadership career plan, including regular check-ins to plot progress and seeking input and support from others
IS16	Objectively identify my own professional strengths and weaknesses
IS17	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

Layer 2.[2] The challenge of leading others: "I'm good at doing my own work, but how do I get the work done by others?"

10) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS18	Establishing priorities based on context and being flexible in executing my duties
IS19	Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)
IS20	Navigating across organizational levels (e.g., influence without authority-develop coalitions, take advantage of opportunities to build relationships and share ideas of mutual benefit)
IS21	Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill)
IS22	Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams)
IS23	Encourage new knowledge and ideas, including visioning, leading change, openness to change, encouraging and facilitating new, creative ways of working together, and anxiety/change/management
IS24	Recognize and develop diverse talent
IS25	Motivate others
IS26	Situational leadership skills, including delegating
IS27	Apply tools and techniques to encourage knowledge and idea generation in my part of the organization

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[2] Layer 2 (Item 10) displayed to instructor only if "Layer 2" was selected in item 7 above.

IS28	Initiate and lead change in my part of the organization and lead change in support of organizational change initiatives
IS29	Identify, plan for and recruit diverse work types, talents, and perspectives within teams
IS30	Apply new team motivation techniques

Layer 3.[3] The challenge of 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?"

11) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS31	Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths)
IS32	Navigating across organizational levels (e.g., influence with limited authority-use networking and relationship building for coalition and consensus building across units or departments)
IS33	Developing expertise/personal brand and acting as thought leader (e.g., applying creative thinking/design to advance organizational mission; shares ideas about innovations broadly throughout the department
IS34	Differentiate strategy from tactics
IS35	Effectively communicate shared goals and outcomes, and greater impacts
IS36	Develop strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors
IS37	Attract and develop new strategic partners
IS38	Lead innovation, including encouraging design thinking, experimenting and rapid prototyping; facilitate new ideas to connect and influence strategy; and span boundaries in order to champion, connect, and transform ideas into innovations
IS39	Develop and foster productive teamwork and a sense of community within a department
IS40	Attract and develop new financial resources

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[3] Layer 3 (Item 11) displayed to instructor only if "Layer 3" was selected in item 7 above.

IS41	Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources)
IS42	Lead intra-departmental, cross-functional strategy and development
IS43	Assemble and use intra-departmental/ cross-functional teams effectively
IS44	Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics
IS45	Evolve strategy to capitalize on new ideas/developments
IS46	Navigate cross-functional perspectives/needs into overall strategy
IS47	Recognize challenges to and techniques for leading intra-departmental and cross-functional teams
IS48	Increase team members' confidence and professional networks within department
IS49	Recognize and take advantage of opportunities to collaborate across departments or outside the organization
IS50	Attract necessary talent and funding to accomplish strategies

Layer 4.[4] The challenge of leading multiple departments: "How might the collective performance of my departments be enhanced for the long term success of the overall organization?"

12) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS51	Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas)
IS52	Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating your own and others' strengths)
IS53	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)
IS54	Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas)

---

[4] Layer 4 (Item 12) displayed to instructor only if "Layer 4" was selected in item 7 above.

IS55	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
IS56	Carry out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities
IS57	Recognize and respond to diverse needs within and across departments
IS58	Identify and obtain resources needed for departments' success
IS59	Develop and implement shared goals, strategies, and expectations
IS60	Identify and develop expertise/talent needed for departments' success
IS61	Apply outcomes oriented evaluation methods
IS62	Think, act, and influence strategically
IS63	Balance leading external efforts while furthering internal objectives
IS64	Lead more effectively across multiple stakeholders

Layer 5.[5] The challenge of 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?"

13) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS65	Agile learning (e.g., encouraging my staff and board to actively learn)
IS66	Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)
IS67	Navigating across organizational levels (e.g., influence without authority)
IS68	Team-building (e.g., building effective teams across organizational boundaries)
IS69	Developing expertise (e.g., acting as thought leader)
IS70	Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects)

---

[5] Layer 5 (Item 13) displayed to instructor only if "Layer 5" was selected in item 7 above.

IS71	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
IS72	Strategically networking with peers and engaging with partners
IS73	Thinking, acting, and influencing strategic change
IS74	Leading and strengthening the culture of the organization
IS75	Model and create culture change
IS76	Advocate for the work of the institution and its staff
IS77	Articulate the value of cultural sector as a whole
IS78	Present organizational value to specified audiences
IS79	Catalyze and exchange ideas into action with external partners
IS80	Identify and prioritize field-contributions based on organizational needs
IS81	Match board reach/skills/assets with strategic organizational needs
IS82	Assess individual board member assets

Layer 6.[6] The challenge of leading the profession: "How do I make an impact on the growth, development, sustainability and reputation of my profession?"

14) From the following list, mark those items that reflect primary learning objectives of your offering. You may select up to six.

IS83	Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and "against the tide" inquiry; promoting equity and diversity)
IS84	Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)
IS85	Agile learning (e.g., promoting professional development and out of field learning; encouraging self-awareness, 360 organizational input, and open source sharing among colleagues)
IS86	Communicating effectively (e.g., appreciating your own and others' strengths; persuasive and influential communicator)
IS87	Navigating across organizational levels (e.g., influence without authority, navigating multiple types of boundaries)

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[6] Layer 6 (Item 14) displayed to instructor only if "Layer 6" was selected in item 7 above.

IS88	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)
IS89	Team-building (e.g., building effective teams across organizational boundaries)
IS90	Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and "against the tide" inquiry, cultivating culture of innovation, acting as role model, walks the walk and talks the talk of institutional mission)
IS91	Negotiating political entities
IS92	Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors
IS93	Sharpening critical thinking, writing, and speaking skills
IS94	Leading or participating in large-scale change efforts that can be used across sectors
IS95	Build strong cases for change that can be used across sectors
IS96	Incorporating leading the profession into my daily/weekly/monthly routines
IS97	Being transparent and trusted; being authentic
IS98	Articulate issues common across the archives, library, and museum sectors
IS99	Articulate and develop standards and best practices for cross-sector collaboration
IS100	Effectively draw divergent voices into conversations about the future of the sectors
IS101	Integrate trends from nonprofit and for profit sectors
IS102	Encourage sectors to become laboratories of innovation
IS103	Promote my work and/or my organization's work as a model
IS104	Walk the walk and talk the talk of institutional mission

Feedback regarding this survey

15) The Nexus LAB Survey Suite is currently in its pilot phase. To help us improve these tools, please provide any feedback regarding the survey itself and/or the survey process.

Thank You!

Thank you for completing the Nexus LAB Leadership Skills Assessment Configuration Tool. Your responses will be used to customize the Leadership Skills Assessment for learners in your continuing education offering. Shortly, you will receive an email link to the Leadership Skills Assessment for distribution to your participants.

Nexus LAB Survey Suite
Learner Survey (Parts 1, 2, and 3) with Logic

Nexus LAB Leadership Skills Assessment

Welcome to the Nexus LAB Leadership Skills Assessment, Part 1. This assessment is designed to obtain baseline data from individuals who are about to start a leadership development offering.

No individually identifying information is collected from learners on behalf of this project. Your User ID helps us match your responses from Parts 1, 2, and 3 while maintaining anonymity.

Your instructor will distribute a link to Part 2 after you complete your leadership development offering.

Thank you for your time. If you have questions about this project, please contact Project Manager Christina Drummond at christina@educopia.org.

If you agree to the terms above and wish to begin, click continue.*

___ Continue

___ No, thanks

About your leadership development training experience

1) Please identify the specific leadership development offering in which you are about to engage.*

___ Offering 1

___ Offering 2

___ Other

2) 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.)

___/___/____

Instructor-identified primary leadership layer(s) of this leadership development offering

3) In the email you received from your instructor, there is a list of leadership layers that are a focus of this leadership development offering- please mark each of the layers your instructor identified.*

___ Layer 1

___ Layer 2

___ Layer 3

___ Layer 4

___ Layer 5

___ Layer 6

Instructor-identified item set

4) In the email you received from your instructor, there is a list of item numbers. Please check the boxes that correspond to the item numbers your instructor provided.

1	12	24	36	48	60	72	84	96
2	13	25	37	49	61	73	85	97
3	14	26	38	50	62	74	86	98

4	15	27	39	51	63	75	87	99
5	16	28	40	52	64	76	88	100
6	17	29	41	53	65	77	89	101
7	18	30	42	54	66	78	90	102
8	19	31	43	55	67	79	91	103
9	20	32	44	56	68	80	92	104
10	21	33	45	57	69	81	93	
11	22	34	46	58	70	82	94	
	23	35	47	59	71	83	95	

Identify your particular leadership layer(s)

5) 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.*

___ 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?)

Rating 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).

6) 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

7) 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

8) 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

9) 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

10) 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

11) 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

Rating your current capabilities (continued)

12) I consistently recognize and appreciate coworker/employee efforts.

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

13) 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

14) 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

15) 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

16) 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

17) 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

Layer 1.[1] **The challenge of leading self: "How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"**

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 <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

18) Please rate your current level of knowledge and/or skill in the following areas.[2]

	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
IS1. Moving from seeing things as problems to seeing, listening, and understanding different points of view					

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[1] Layer 1 items (18 – 19) displayed only if instructor survey selected Layer 1.
[2] Item 18 displayed only if instructor survey selected items one or more of IS1-12.

IS2. Establishing priorities based on context and being flexible in executing my duties				
IS3. Team-building (e.g., working effectively with others)				
IS4. Stepping back to gain a comprehensive view and assess situations				
IS5. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)				
IS6. Navigating across organizational levels (influence without authority- using networking and relationship building for coalition and consensus building)				

IS7. 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)				
IS8. Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives)				
IS9. Nurturing self-awareness				
IS10. Expanding my networks and taking on skill-enhancing "stretch" projects				
IS11. Identifying and connecting with mentors and sponsors to help me work my development plan				

IS12. Identifying and cultivating a group of peers to learn, plan, and share career goals				

Comments:

19) Please rate your current level of preparedness to do the following.[3]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS13. Create, maintain and promote myself as a leader					
IS14. Confidently handle more complicated tasks and projects					
IS15. Create and execute a leadership career plan, including regular check-ins to plot progress and seeking input and support from others					

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[3] Item 19 displayed only if instructor survey selected one or more of IS13-17.

IS16. Objectively identify my own professional strengths and weaknesses					
IS17. 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 2.[4] The challenge of leading others: "I'm good at doing my own work, but how do I get the work done by others?"

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 <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

20) Please rate your current level of knowledge and/or skill in the following areas.[5]

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[4] Layer 2 items (20 – 21) displayed only if instructor survey selected Layer 2.
[5] Item 20 displayed only if instructor survey selected one or more of IS18-26.

	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
IS18. Establishing priorities based on context and being flexible in executing my duties					
IS19. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)					
IS20. Navigating across organizational levels (e.g., influence without authority- develop coalitions, take advantage of opportunities to build relationships and share ideas of mutual benefit)					

IS21. Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill)				
IS22. Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams)				
IS23. 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				
IS24. Recognizing and developing diverse talent				
IS25. Motivating others				

IS26. Situational leadership skills, including delegating					

Comments:

21) Please rate your current level of preparedness to do the following.[6]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS27. Apply tools and techniques to encourage knowledge and idea generation in my part of the organization					
IS28. Initiate and lead change in my part of the organization and lead change in support of organizational change initiatives					
IS29. Identify, plan for, and recruit diverse work types, talents, and perspectives within teams					

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[6] Item 21 displayed only if instructor survey selected one or more of IS27-30.

	My knowledge and/or skills need significant	My knowledge and/or skills need minor improvement	I have the knowledge and/or skills to do this competently	I have the knowledge and/or skills to	Not relevant
IS30. Apply new team motivation techniques					

Comments:

Layer 3.[7] **The challenge of 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?"**

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.**

22) Please rate your current level of knowledge and/or skill in the following areas.[8]

	My knowledge and/or skills need significant	My knowledge and/or skills need minor improvement	I have the knowledge and/or skills to do this competently	I have the knowledge and/or skills to	Not relevant

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[7] Layer 3 items (22 – 23) displayed only if instructor survey selected Layer 3.
[8] Item 22 displayed only if instructor survey selected one or more of IS31-40.

	improvement to do this competently	to do this competently		excel in this area	
IS31. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating my own and others' strengths)					
IS32. Navigating across organizational levels (e.g., influence with limited authority-use networking and relationship building for coalition and consensus building across units or departments)					
IS33. 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)					
IS34. Differentiating strategy from tactics					

IS35. Effectively communicating shared goals and outcomes, and greater impacts					
IS36. Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors					
IS37. Attracting and developing new strategic partners					
IS38. 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					
IS39. Developing and fostering productive teamwork and a sense of community within a department					
IS40. Attracting and developing new financial resources					

Comments:

23) Please rate your current level of preparedness to do the following.[9]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS41. Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources)					
IS42. Lead intra-departmental, cross-functional strategy and development					
IS43. Assemble and use intra-departmental/ cross-functional teams effectively					
IS44. Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics					
IS45. Evolve strategy to capitalize on new ideas and developments					

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[9] Item 23 displayed only if instructor survey selected one or more of IS41-50.

IS46. Navigate cross-functional perspectives and needs into overall strategy					
IS47. Recognize challenges to and techniques for leading intra-departmental and cross-functional teams					
IS48. Increase team members' confidence and professional networks within department					
IS49. Recognize and take advantage of opportunities to collaborate across departments or outside the organization					
IS50. Attract necessary talent and funding to accomplish strategies					

Comments:

Layer 4.[10] The challenge of leading multiple departments: "How might the collective performance of my departments be enhanced for the long term success of the overall organization?"

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

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[10] Layer 4 items (24-25) displayed only if instructor survey selected Layer 4.

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

24) Please rate your current level of knowledge and/or skill in the following areas.[11]

	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
IS51. Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas)					
IS52. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)					

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[11] Item 24 displayed only if instructor survey selected one or more of IS51-61.

IS53. 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)				
IS54. Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas)				
IS55. 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)				
IS56. Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities				

IS57. Recognizing and responding to diverse needs within and across departments					
IS58. Identifying and obtaining resources needed for departments' success					
IS59. Developing and implementing shared goals, strategies, and expectations					
IS60. Identifying and developing expertise/talent needed for departments' success					
IS61. Applying outcomes-oriented evaluation methods					

Comments:

25) Please rate your current level of preparedness to do the following.[12]

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[12] Item 25 displayed only if instructor survey selected one or more of IS62-64.

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS62. Think, act, and influence strategically					
IS63. Balance leading external efforts while furthering internal objectives					
IS64. Lead more effectively across multiple stakeholders					

Comments:

Layer 5[13]. The challenge of 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?"

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 <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

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[13] Layer 5 items (26 - 27) displayed only if instructor survey selected Layer 5.

26) Please rate your current level of knowledge and/or skill in the following areas.[14]

	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
IS65. Agile learning (e.g., encouraging my staff and board to actively learn)					
IS66. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)					
IS67. Navigating across organizational levels (e.g., influence with limited authority)					

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[14] Item 26 displayed only if instructor survey selected one or more of IS65-74.

IS68. Team-building (e.g., building effective teams across organizational boundaries)					
IS69. Developing expertise (e.g., acting as thought leader)					
IS70. Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects)					
IS71. 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					
IS72. Strategically networking with peers and engaging with partners					
IS73. Thinking, acting, and influencing strategic change					
IS74. Leading and strengthening the culture of the organization					

Comments:

27) Please rate your current level of preparedness to do the following.[15]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS75. Model and create culture change					
IS76. Advocate for the work of the institution and its staff					
IS77. Articulate the value of the cultural sector as a whole					
IS78. Present organizational value to specified audiences					
IS79. Catalyze and exchange ideas into action with external partners					
IS80. Identify and prioritize field contributions based on organizational needs					
IS81. Match board reach, skills, and assets with strategic organizational needs					

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[15] Item 27 displayed only if instructor survey selected one or more of IS75-82.

IS82. Assess individual board member assets					

Comments:

Layer 6.[16] The challenge of leading the profession: "How do I make an impact on the growth, development, sustainability and reputation of my profession?"

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 <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

28) Please rate your current level of knowledge and/or skill in the following areas.[17]

	My knowledge and/or skills need significant improvement	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

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[16] Layer 6 items (28 - 29) displayed only if instructor survey selected Layer 6.
[17] Item 28 displayed only if instructor survey selected one or more of IS83-97.

	to do this competently				
IS83. Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and "against the tide" inquiry; promoting equity and diversity)					
IS84. Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)					
IS85. Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues)					
IS86. Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator)					

IS87. Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries)				
IS88. 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)				
IS89. Team-building (e.g., building effective teams across organizational boundaries)				
IS90. 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)				
IS91. Negotiating political entities				

IS92. Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors					
IS93. Sharpening critical thinking, writing, and speaking skills					
IS94. Leading or participating in large-scale change efforts that can be used across sectors					
IS95. Building strong cases for change that can be used across sectors					
IS96. Incorporate leading the profession into my daily/weekly/monthly routines					
IS97. Being transparent and trusted; being authentic					

Comments:

29) Please rate your current level of preparedness to do the following.[18]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS98. Articulate issues common across the archives, library, and museum sectors					
IS99. Articulate and develop standards and best practices for cross-sector collaboration					
IS100. Effectively draw divergent voices into conversations about the future of the sectors					
IS101. Integrate trends from nonprofit and for profit sectors					
IS102. Encourage sectors to become laboratories of innovation					
IS103. Promote my work and/or my organization's work as a model					
IS104. Walk the walk and talk the talk of institutional mission					

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[18] Item 29 displayed only if instructor survey selected one or more of IS98-104.

Comments:

Feedback regarding this survey

30) As mentioned in the introduction, the Nexus LAB Leadership Skills Assessment is currently undergoing a piloting phase. To help us improve, please provide any feedback regarding the survey itself and/or the survey process.

Thank you!

Thank you for completing the Nexus LAB Leadership Skills Assessment, Part 1! After you complete your leadership development program, you will receive a link to Part 2 from your instructor.

Welcome - Leadership Skills Assessment, Part 2

Welcome to the Part 2 of the Nexus LAB Leadership Skills Assessment. The Nexus LAB project is developing a set of survey tools to capture data related to leadership development within the archives, library, and museum professions. This assessment is designed to obtain baseline data from individuals who have recently completed a leadership development offering.

No individually identifying information is collected from learners on behalf of this project. Your UserID will help us match your responses from Parts 1, 2, and 3 while maintaining anonymity.

Thank you for your time. If you have questions about this project, you may contact Project Manager Christina Drummond at christina@educopia.org.

If you agree to the terms above and wish to begin, click continue.*

___ Continue

___ No, thanks

About your leadership development training

31) Did you previously complete Part 1 of the Nexus LAB Leadership Skills Assessment?

___ Yes

___ No

About this leadership development experience

32) Please identify the specific leadership development offering in which you participated.*

___ Offering 1

___ Offering 2

___ Other

33) 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.)

___/___/____

34) Rate the following aspects of this leadership development experience.

	Poor	**Fair**	**Good**	**Excellent**
Organization of materials				
Instructor clarity				

35) My understanding has increased as a result of this leadership development experience.

___ Strongly disagree

___ Disagree

___ Neither agree nor disagree

___ Agree

___ Strongly agree

36) 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

37) I am confident I can apply what I learned in this leadership development offering.

___ Strongly disagree

___ Disagree

___ Neither agree nor disagree

___ Agree

___ Strongly agree

38) 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:

Layer 1.[19] **The challenge of leading self: "How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"**

In this section, rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading self*. When several descriptions or examples are provided in one row, rate your <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

39) As a result of this leadership development experience, my level of knowledge and/or skill in the following areas is:[20]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS1. Moving from seeing things as problems to seeing, listening, and understanding different points of view					
IS2. Establishing priorities based on context and being flexible in executing my duties					
IS3. Team-building (e.g., working effectively with others)					

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[19] Layer 1 items (39 - 40) displayed only if instructor survey selected Layer 1.
[20] Item 39 displayed only if instructor survey selected one or more of IS1-12.

IS4. Stepping back to gain a comprehensive view and assess situations					
IS5. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)					
IS6. Navigating across organizational levels (influence without authority- using networking and relationship building for coalition and consensus building)					
IS7. 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)					
IS8. Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives					
IS9. Nurture self-awareness					
IS10. Expand my networks and take on skill-enhancing "stretch" projects					

IS11. Identify and connect with mentors and sponsors to help you work your development plan					
IS12. Identify and cultivate a group of peers to learn, plan, and share career goals					

Comments:

40) Please rate your current level of preparedness to do the following as a result of this leadership development experience.[21]

	Not at all prepared	Slightly prepared	Somewhat prepared	Very prepared	Not relevant
IS13. Create, maintain and promote myself as a leader					
IS14. Confidently handle more complicated tasks and projects					
IS15. Create and execute a leadership career plan, including regular check-ins to					

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[21] Item 40 displayed only if instructor survey selected one or more of IS13-17.

plot progress and seeking input and support from others					
IS16. Objectively identify my own professional strengths and weaknesses					
IS17. 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 2.[22] The challenge of leading others: "I'm good at doing my own work, but how do I get the work done by others?"

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading others*.
When several descriptions or examples are provided in one row, rate your overall level of skill, taking all descriptions into account. You may explain your rating in the comment section.

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[22] Layer 2 items (41-42) displayed only if instructor survey selected Layer 2.

41) As a result of this leadership development experience, my level of knowledge and/or skill in the following areas is:[23]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS18. Establishing priorities based on context and being flexible in executing my duties					
IS19. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)					
IS20. Navigating across organizational levels (e.g., influence without authority- develop coalitions, take advantage of opportunities to build relationships and share ideas of mutual benefit)					
IS21. Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill)					

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[23] Item 41 displayed only if instructor survey selected one or more of IS18-26.

IS22. Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams)					
IS23. 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					
IS24. Recognizing and developing diverse talent					
IS25. Motivating others					
IS26. Situational leadership skills, including delegating					

Comments:

42) Please rate your level of preparedness to do the following as a result of this leadership development experience.[24]

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[24] Item 42 displayed only if instructor survey selected one or more of IS27-30.

	Unchanged	Slightly better prepared	Moderately better prepared	Much better prepared	Not relevant
IS27. Apply tools and techniques to encourage knowledge and idea generation in my part of the organization					
IS28. Initiate and lead change in my part of the organization and lead change in support of organizational change initiatives					
IS29. Identify, plan for, and recruit diverse work types, talents, and perspectives within teams					
IS30. Apply new team motivation techniques					

Comments:

Layer 3.[25] The challenge of 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?"

Please rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the department*.
When several descriptions or examples are provided in one row, rate your <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

43) As a result of this leadership development experience, my level of knowledge and/or skill in the following areas is:[26]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS31. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating my own and others' strengths)					
IS32. Navigating across organizational levels (e.g., influence with limited authority- use networking and relationship building for coalition and consensus building across units or departments)					

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[25] Layer 3 items (43-44) displayed only if instructor survey selected Layer 3.
[26] Item 43 displayed only if instructor survey selected one or more of IS31-40.

IS33. 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)					
IS34. Differentiating strategy from tactics					
IS35. Effectively communicating shared goals and outcomes, and greater impacts					
IS36. Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors					
IS37. Attracting and developing new strategic partners					
IS38. 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					

IS39. Developing and fostering productive teamwork and a sense of community within a department					
IS40. Attracting and developing new financial resources					

Comments:

44) Please rate your level of preparedness to do the following as a result of this leadership development experience.[27]

	Unchanged	**Slightly better prepared**	**Moderately better prepared**	**Much better prepared**	**Not relevant**
IS41. Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources)					
IS42. Lead intra-departmental, cross-functional strategy and development					

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[27] Item 44 displayed only if instructor survey selected one or more of IS41-50.

IS43. Assemble and use intra-departmental/cross-functional teams effectively					
IS44. Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics					
IS45. Evolve strategy to capitalize on new ideas and developments					
IS46. Navigate cross-functional perspectives and needs into overall strategy					
IS47. Recognize challenges to and techniques for leading intra-departmental and cross-functional teams					
IS48. Increase team members' confidence and professional networks within department					
IS49. Recognize and take advantage of opportunities to collaborate across departments or outside the organization					
IS50. Attract necessary talent and funding to accomplish strategies					

Comments:

Layer 4.[28] The challenge of leading multiple departments: "How might the collective performance of my departments be enhanced for the long term success of the overall organization?"

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading multiple departments*.
When several descriptions or examples are provided in one row, rate your <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

45) As a result of this continuing education experience, my level of knowledge and/or skill in the following areas is:[29]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS51. Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas)					
IS52. Communicating effectively (e.g., active observing and listening; taking action and providing feedback;					

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[28] Layer 4 items (45-46) displayed only if instructor survey selected Layer 4.
[29] Item 45 displayed only if instructor survey selected one or more of IS51-61.

appreciating my own and others' strengths)					
IS53. 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)					
IS54. Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas)					
IS55. 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)					
IS56. Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities					

IS57. Recognizing and responding to diverse needs within and across departments					
IS58. Identifying and obtaining resources needed for departments' success					
IS59. Developing and implementing shared goals, strategies, and expectations					
IS60. Identifying and developing expertise/talent needed for departments' success					
IS61. Applying outcomes-oriented evaluation methods					

Comments:

46) Please rate your level of preparedness to do the following as a result of this continuing education experience.[30]

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[30] Item 46 displayed only if instructor survey selected one or more of IS62-64.

	Unchanged	Slightly better prepared	Moderately better prepared	Much better prepared	Not relevant
IS62. Think, act, and influence strategically					
IS63. Balance leading external efforts while furthering internal objectives					
IS64. Lead more effectively across multiple stakeholders					

Comments:

Layer 5.[31] The challenge of 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?"

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of *leading the organization*.
When several descriptions or examples are provided in one row, rate your <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

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[31] Layer 5 items (47-48) displayed only if instructor survey selected Layer 5.

47) As a result of this continuing education experience, my level of knowledge and/or skill in the following areas is:[32]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS65. Agile learning (e.g., encouraging my staff and board to actively learn)					
IS66. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)					
IS67. Navigating across organizational levels (e.g., influence with limited authority)					
IS68. Team-building (e.g., building effective teams across organizational boundaries)					
IS69. Developing expertise (e.g., acting as thought leader)					

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[32] Item 47 displayed only if instructor survey selected one or more of IS65-74.

IS70. Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects)					
IS71. 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					
IS72. Strategically networking with peers and engaging with partners					
IS73. Thinking, acting, and influencing strategic change					
IS74. Leading and strengthening the culture of the organization					

Comments:

48) Please rate your level of preparedness to do the following as a result of this continuing education experience.[33]

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[33] Item 48 displayed only if instructor survey selected one or more of IS75-82.

	Unchanged	Slightly better prepared	Moderately better prepared	Much better prepared	Not relevant
IS75. Model and create culture change					
IS76. Advocate for the work of the institution and its staff					
IS77. Articulate the value of the cultural sector as a whole					
IS78. Present organizational value to specified audiences					
IS79. Catalyze and exchange ideas into action with external partners					
IS80. Identify and prioritize field contributions based on organizational needs					
IS81. Match board reach, skills, and assets with strategic organizational needs					
IS82. Assess individual board member assets					

Comments:

Layer 6.[34] **The challenge of leading the profession: "How do I make an impact on the growth, development, sustainability and reputation of my profession?"**

In this section rate your current level of knowledge and/or skill in seeking to meet the challenge of _leading the profession_.
When several descriptions or examples are provided in one row, rate your <u>overall</u> level of skill, taking all descriptions into account. You may explain your rating in the comment section.

49) As a result of this continuing education experience, my level of knowledge and/or skill in the following areas is:[35]

	Unchanged	Slightly improved	Moderately improved	Greatly improved	Not relevant
IS83. Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and "against the tide" inquiry; promoting equity and diversity)					

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[34] Layer 6 items (49-50) displayed only if instructor survey selected Layer 6.
[35] Item 83 displayed only if instructor survey selected one or more of IS83-97.

IS84. Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)					
IS85. Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues)					
IS86. Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator)					
IS87. Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries)					
IS88. 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)					
IS89. Team-building (e.g., building effective teams across organizational boundaries)					

IS90. 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)					
IS91. Negotiating political entities					
IS92. Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors					
IS93. Sharpening critical thinking, writing, and speaking skills					
IS94. Leading or participating in large-scale change efforts that can be used across sectors					
IS95. Building strong cases for change that can be used across sectors					
IS96. Incorporate leading the profession into my daily/weekly/monthly routines					
IS97. Being transparent and trusted; being authentic					

Comments:

50) Please rate your level of preparedness to do the following as a result of this continuing education experience.[36]

	Unchanged	Slightly better prepared	Moderately better prepared	Much better prepared	Not relevant
IS98. Articulate issues common across the archives, library, and museum sectors					
IS99. Articulate and develop standards and best practices for cross-sector collaboration					
IS100. Effectively draw divergent voices into conversations about the future of the sectors					
IS101. Integrate trends from nonprofit and for profit sectors					
IS102. Encourage sectors to become laboratories of innovation					

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[36] Item 50 displayed only if instructor survey selected one or more of IS98-104.

IS103. Promote my work and/or my organization's work as a model					
IS104. Walk the walk and talk the talk of institutional mission					

Comments:

Thank you!

Thank you for completing Part 2 of the Nexus LAB Leadership Skills Assessment! In a few months, you will receive a link to take Part 3.

Welcome - Nexus LAB Leadership Skills Assessment, Part 3

Welcome to the Nexus LAB Leadership Skills Assessment, Part 3. The Nexus LAB project is developing a set of survey tools to capture data related to continuing education/professional development in leadership within the archives, library, and museum professions. This assessment is designed to obtain data from individuals who completed continuing education offerings several months ago to better understand their long-term effect on leadership development.

No individually identifying information is collected from continuing education learners on behalf of this project. Your User ID will help us match responses across Parts 1, 2, and 3 while maintaining anonymity.

Thank you for your time. If you have questions about this project, you may contact Project Manager Christina Drummond at christina@educopia.org.

If you agree to the terms above and wish to begin, click continue.*

Continue

No, thanks

About your leadership development training

51) Please identify the specific leadership development offering in which you participated.*

Offering 1

Offering 2

Other

52) 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.)

___/___/____

53) Did you previously complete Part 1 of the Nexus LAB Leadership Skills Assessment?

Yes

No

Layer 1[37]

54) To what extent do you agree or disagree with the following statements?

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable

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[37] Layer 1 item (54) displayed only if instructor survey selected Layer 1.

Motivated individuals take on tasks that promote collaboration across and outside my organization							
Our organization is developing a workforce that is valued by its stakeholders							
Leaders are emerging to fill leadership gaps as they occur within my organization							
The leaders in my organization are engaged across sectors							

(archives, libraries, and museums)								
The leaders in my organization are collaborative, exchanging information and ideas and creating strong messages for public participation and support								

Layer 2[38]

55) To what extent do you agree or disagree with the following statements?

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[38] Layer 2 item (55) displayed only if instructor survey selected Layer 2.

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable
In general, I support my colleagues' efforts to develop new knowledge and generate and share new ideas								
Staff in my organization collaborate effectively								
I actively support my organization's efforts to initiate and/or participate in cross-sector collaboration and								

information sharing							
I actively share and/or model best practices in the area of leadership development							
I develop programs and/or services that are responsive to user needs							

Layer 3[39]

56) To what extent do you agree or disagree with the following statements?

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[39] Layer 3 item (56) displayed only if instructor survey selected Layer 3.

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable
I observe a strong level of engagement in strategy development across staff								
I take actions to address staff needs in order to increase productivity								
I am well-positioned to connect staff with other professionals to expand their networks								

My department is able to take on complex strategies and projects								
My department is able to obtain needed resources								
I actively initiate and/or participate in cross-sector collaboration and information sharing								
I actively share and/or model best practices in the are of								

leadership development								
I develop programs and/or services in my department that are responsive to user needs								

Layer 4[40]

57) To what extent do you agree or disagree with the following statements?

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable

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[40] Layer 4 item (57) displayed only if instructor survey selected Layer 4.

Planning across the departments that I oversee is responsive to current trends and factors								
In the multiple departments that I oversee, teams work effectively across organizational and functional lines								
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)							
In the multiple departments that I oversee, I observe examples of innovation (i.e., creative, desirable solutions that have not been tried before)							
In the multiple departments that I oversee, I ensure that leaders are recognized for their contributions to the field							
In the multiple departments that I oversee, I support staff engagement with							

colleagues in our field that leads to effective partnerships								
In the multiple departments that I oversee, I actively promote positive stakeholder development and engagement								
In the multiple departments that I oversee, I actively promote best practices for leadership development								
The value of the work produced by the multiple departments								

that I oversee is widely recognized within and across the community we serve							
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 5[41]

58) To what extent do you agree or disagree with the following statements?

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[41] Layer 5 item (58) displayed only if instructor survey selected Layer 5.

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable
I ensure that my organization's communications effectively target key audiences.								
I employ compelling talking points with staff and stakeholders that highlight our organization's contribution to the community we serve								
I ensure that my organization's staff have clear outlets for making contributions to the field (e.g.,								

memberships in professional associations, speaking engagements)								
I successfully identify gaps within the reach, skills, and assets of my organization's board								
I ensure that my organization's leaders have opportunities for recognition across sectors for their professional contributions								
In my organization, I actively support strategic partnership opportunities arising from								

leader contributions to the field								
In my organization, I actively support positive board and stakeholder development and engagement								
I actively support best practices for leadership development for other leaders in my organization								
My organization's value is widely recognized within and across our community								
The value of my organization is								

widely recognized as a critical part of the fabric of the community we serve								

Layer 6[42]

59) To what extent do you agree or disagree with the following statements?

	Completely disagree	Mostly disagree	Slightly disagree	Slightly agree	Mostly agree	Completely agree	Don't know/ cannot say	Not applicable
In my profession-level work, I communicate to stakeholders the value of								

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[42] Layer 6 item (59) displayed only if instructor survey selected Layer 6.

archives, libraries, and museums as indispensable educational and cultural community assets							
In my profession-level work, I actively support efforts in archives, libraries, and museums to systematically assess external impact using evidence-based metrics							
In my profession-level work, I actively support							

efforts in archives, libraries, and museums to systematically implement best practices							
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							

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								
In my profession-level work, I actively promote recognition of my profession as a critical part of the fabric of the communities it serves								

I join other leaders in my profession in serving as a national and international voice for issues that affect libraries, archives, and museums								

Organizational Context

60) 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 rewards for successful completion of priority projects

___ Other (please describe): _____

61) 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): _____

Thank You!

Thank you for completing Part 3 of the Nexus LAB Leadership Skills Assessment! If you are interested in learning more about the Nexus LAB project, you may click here to go to the project website.