Nexus LAB Evaluation Resources Development:

Resources Appendix
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   • Instructor Survey with Logic
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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) was 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
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 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 christina@educopia.org.

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-studyguided 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.

<table>
<thead>
<tr>
<th>IS1</th>
<th>Moving from seeing things as problems to seeing, listening, and understanding different points of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS2</td>
<td>Establishing priorities based on context and being flexible in executing my duties</td>
</tr>
<tr>
<td>IS3</td>
<td>Team-building (e.g., working effectively with others)</td>
</tr>
<tr>
<td>IS4</td>
<td>Stepping back to gain a comprehensive view and assess situations</td>
</tr>
<tr>
<td>IS5</td>
<td>Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others’ strengths; dialogue)</td>
</tr>
<tr>
<td>IS6</td>
<td>Navigating across organizational levels (e.g., influence without authority- using networking and relationship building for coalition and consensus building)</td>
</tr>
<tr>
<td>IS7</td>
<td>Developing expertise/ personal brand (e.g., staying on top of trends/innovations in your area(s) and taking on skill-enhancing &quot;stretch&quot; assignments; developing reputation for functional expertise or unique domain knowledge)</td>
</tr>
<tr>
<td>IS8</td>
<td>Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives)</td>
</tr>
<tr>
<td>IS9</td>
<td>Nurture self-awareness</td>
</tr>
<tr>
<td>IS10</td>
<td>Expand my networks and take on skill-enhancing “stretch” projects</td>
</tr>
<tr>
<td>IS11</td>
<td>Identify and connect with mentors and sponsors to help you work your development plan</td>
</tr>
<tr>
<td>IS12</td>
<td>Identify and cultivate a group of peers to learn, plan, and share career goals</td>
</tr>
<tr>
<td>IS13</td>
<td>Create, maintain and promote myself as a leader</td>
</tr>
<tr>
<td>IS14</td>
<td>Confidently handle more complicated tasks and projects</td>
</tr>
</tbody>
</table>

¹ Layer 1 (Item 9) displayed to instructor only if “Layer 1” was selected in item 7 above.
<table>
<thead>
<tr>
<th>IS15</th>
<th>Create and execute a leadership career plan, including regular check-ins to plot progress and seeking input and support from others</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS16</td>
<td>Objectively identify my own professional strengths and weaknesses</td>
</tr>
<tr>
<td>IS17</td>
<td>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</td>
</tr>
</tbody>
</table>

Layer 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.

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

2 Layer 2 (Item 10) displayed to instructor only if “Layer 2” was selected in item 7 above.
**Layer 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.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS31</td>
<td>Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths)</td>
</tr>
<tr>
<td>IS32</td>
<td>Navigating across organizational levels (e.g., influence with limited authority-use networking and relationship building for coalition and consensus building across units or departments)</td>
</tr>
<tr>
<td>IS33</td>
<td>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)</td>
</tr>
<tr>
<td>IS34</td>
<td>Differentiate strategy from tactics</td>
</tr>
<tr>
<td>IS35</td>
<td>Effectively communicate shared goals and outcomes, and greater impacts</td>
</tr>
<tr>
<td>IS36</td>
<td>Develop strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors</td>
</tr>
<tr>
<td>IS37</td>
<td>Attract and develop new strategic partners</td>
</tr>
<tr>
<td>IS38</td>
<td>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</td>
</tr>
<tr>
<td>IS39</td>
<td>Develop and foster productive teamwork and a sense of community within a department</td>
</tr>
<tr>
<td>IS40</td>
<td>Attract and develop new financial resources</td>
</tr>
</tbody>
</table>

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Layer 3 (Item 11) displayed to instructor only if “Layer 3” was selected in item 7 above.
<table>
<thead>
<tr>
<th>IS41</th>
<th>Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS42</td>
<td>Lead intra-departmental, cross-functional strategy and development</td>
</tr>
<tr>
<td>IS43</td>
<td>Assemble and use intra-departmental/ cross-functional teams effectively</td>
</tr>
<tr>
<td>IS44</td>
<td>Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics</td>
</tr>
<tr>
<td>IS45</td>
<td>Evolve strategy to capitalize on new ideas/developments</td>
</tr>
<tr>
<td>IS46</td>
<td>Navigate cross-functional perspectives/needs into overall strategy</td>
</tr>
<tr>
<td>IS47</td>
<td>Recognize challenges to and techniques for leading intra-departmental and cross-functional teams</td>
</tr>
<tr>
<td>IS48</td>
<td>Increase team members’ confidence and professional networks within department</td>
</tr>
<tr>
<td>IS49</td>
<td>Recognize and take advantage of opportunities to collaborate across departments or outside the organization</td>
</tr>
<tr>
<td>IS50</td>
<td>Attract necessary talent and funding to accomplish strategies</td>
</tr>
</tbody>
</table>

Layer 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.

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

4 Layer 4 (Item 12) displayed to instructor only if “Layer 4” was selected in item 7 above.
<table>
<thead>
<tr>
<th>IS55</th>
<th>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)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS56</td>
<td>Carry out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities</td>
</tr>
<tr>
<td>IS57</td>
<td>Recognize and respond to diverse needs within and across departments</td>
</tr>
<tr>
<td>IS58</td>
<td>Identify and obtain resources needed for departments’ success</td>
</tr>
<tr>
<td>IS59</td>
<td>Develop and implement shared goals, strategies, and expectations</td>
</tr>
<tr>
<td>IS60</td>
<td>Identify and develop expertise/talent needed for departments’ success</td>
</tr>
<tr>
<td>IS61</td>
<td>Apply outcomes oriented evaluation methods</td>
</tr>
<tr>
<td>IS62</td>
<td>Think, act, and influence strategically</td>
</tr>
<tr>
<td>IS63</td>
<td>Balance leading external efforts while furthering internal objectives</td>
</tr>
<tr>
<td>IS64</td>
<td>Lead more effectively across multiple stakeholders</td>
</tr>
</tbody>
</table>

Layer 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.

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

---

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.** 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) |

6 Layer 6 (Item 14) displayed to instructor only if “Layer 6” was selected in item 7 above.
<table>
<thead>
<tr>
<th>IS88</th>
<th>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)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS89</td>
<td>Team-building (e.g., building effective teams across organizational boundaries)</td>
</tr>
<tr>
<td>IS90</td>
<td>Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and &quot;against the tide&quot; inquiry, cultivating culture of innovation, acting as role model, walks the walk and talks the talk of institutional mission)</td>
</tr>
<tr>
<td>IS91</td>
<td>Negotiating political entities</td>
</tr>
<tr>
<td>IS92</td>
<td>Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors</td>
</tr>
<tr>
<td>IS93</td>
<td>Sharpening critical thinking, writing, and speaking skills</td>
</tr>
<tr>
<td>IS94</td>
<td>Leading or participating in large-scale change efforts that can be used across sectors</td>
</tr>
<tr>
<td>IS95</td>
<td>Build strong cases for change that can be used across sectors</td>
</tr>
<tr>
<td>IS96</td>
<td>Incorporating leading the profession into my daily/weekly/monthly routines</td>
</tr>
<tr>
<td>IS97</td>
<td>Being transparent and trusted; being authentic</td>
</tr>
<tr>
<td>IS98</td>
<td>Articulate issues common across the archives, library, and museum sectors</td>
</tr>
<tr>
<td>IS99</td>
<td>Articulate and develop standards and best practices for cross-sector collaboration</td>
</tr>
<tr>
<td>IS100</td>
<td>Effectively draw divergent voices into conversations about the future of the sectors</td>
</tr>
<tr>
<td>IS101</td>
<td>Integrate trends from nonprofit and for profit sectors</td>
</tr>
<tr>
<td>IS102</td>
<td>Encourage sectors to become laboratories of innovation</td>
</tr>
<tr>
<td>IS103</td>
<td>Promote my work and/or my organization’s work as a model</td>
</tr>
<tr>
<td>IS104</td>
<td>Walk the walk and talk the talk of institutional mission</td>
</tr>
</tbody>
</table>

**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
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.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>12</th>
<th>24</th>
<th>36</th>
<th>48</th>
<th>60</th>
<th>72</th>
<th>84</th>
<th>96</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>13</td>
<td>25</td>
<td>37</td>
<td>49</td>
<td>61</td>
<td>73</td>
<td>85</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>14</td>
<td>26</td>
<td>38</td>
<td>50</td>
<td>62</td>
<td>74</td>
<td>86</td>
<td>98</td>
<td></td>
</tr>
</tbody>
</table>
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.
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. 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 overall 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

<table>
<thead>
<tr>
<th></th>
<th>My knowledge and/or skills need significant improvement to do this competently</th>
<th>My knowledge and/or skills need minor improvement to do this competently</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to excel in this area</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS1. Moving from seeing things as</td>
<td></td>
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<tr>
<td>problems to seeing, listening, and</td>
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<tr>
<td>understanding different points of</td>
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<td>view</td>
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</tbody>
</table>

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.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>IS2.</strong> Establishing priorities based on context and being flexible in executing my duties</td>
<td></td>
</tr>
<tr>
<td><strong>IS3.</strong> Team-building (e.g., working effectively with others)</td>
<td></td>
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<tr>
<td><strong>IS4.</strong> Stepping back to gain a comprehensive view and assess situations</td>
<td></td>
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<tr>
<td><strong>IS5.</strong> Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others’ strengths; dialogue)</td>
<td></td>
</tr>
<tr>
<td><strong>IS6.</strong> Navigating across organizational levels (influence without authority- using networking and relationship building for coalition and consensus building)</td>
<td></td>
</tr>
<tr>
<td>IS7. Developing expertise/personal brand (e.g., staying on top of trends/innovations in your area(s) and taking on skill-enhancing &quot;stretch&quot; assignments; developing reputation for functional expertise or unique domain knowledge)</td>
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<tr>
<td>IS8. Innovation leadership (e.g., generating ideas; working in teams to consider broad perspectives)</td>
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<tr>
<td>IS9. Nurturing self-awareness</td>
<td></td>
</tr>
<tr>
<td>IS10. Expanding my networks and taking on skill-enhancing “stretch” projects</td>
<td></td>
</tr>
<tr>
<td>IS11. Identifying and connecting with mentors and sponsors to help me work my development plan</td>
<td></td>
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</tbody>
</table>
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

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

³ Item 19 displayed only if instructor survey selected one or more of IS13-17.
### IS16. Objectively identify my own professional strengths and weaknesses

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</table>

### 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

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</table>

**Comments:**

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**Layer 2.** 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 overall 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.
<table>
<thead>
<tr>
<th>IS18. Establishing priorities based on context and being flexible in executing my duties</th>
<th>My knowledge and/or skills need significant improvement to do this competently</th>
<th>My knowledge and/or skills need minor improvement to do this competently</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to excel in this area</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS19. Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating your own and others' strengths; dialogue)</td>
<td></td>
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<tr>
<td>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)</td>
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<tr>
<td><strong>IS21.</strong> Developing expertise/personal brand (e.g., grow talents, develop skills and expand knowledge; become a trusted source of information or skill)</td>
<td></td>
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<tr>
<td><strong>IS22.</strong> Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams)</td>
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</tr>
<tr>
<td><strong>IS23.</strong> 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</td>
<td></td>
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<tr>
<td><strong>IS24.</strong> Recognizing and developing diverse talent</td>
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<tr>
<td><strong>IS25.</strong> Motivating others</td>
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</tbody>
</table>
**IS26.** Situational leadership skills, including delegating

Comments:

**21) Please rate your current level of preparedness to do the following.**

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

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6 Item 21 displayed only if instructor survey selected one or more of IS27-30.
Layer 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?"

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.  

<table>
<thead>
<tr>
<th>My knowledge and/or skills need significant</th>
<th>My knowledge and/or skills need minor improvement</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to</th>
<th>Not relevant</th>
</tr>
</thead>
</table>

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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.
<table>
<thead>
<tr>
<th></th>
<th>improvement to do this competently</th>
<th>to do this competently</th>
<th>excel in this area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS31.</strong> Communicating effectively (e.g., active observing and listening; taking action and providing feedback; coaching; appreciating my own and others’ strengths)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>IS32.</strong> Navigating across organizational levels (e.g., influence with limited authority-use networking and relationship building for coalition and consensus building across units or departments)</td>
<td></td>
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</tr>
<tr>
<td><strong>IS33.</strong> 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)</td>
<td></td>
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</tr>
<tr>
<td><strong>IS34.</strong> Differentiating strategy from tactics</td>
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<tr>
<td><strong>IS35.</strong></td>
<td>Effectively communicating shared goals and outcomes, and greater impacts</td>
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<tr>
<td><strong>IS36.</strong></td>
<td>Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/across sectors</td>
<td></td>
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</tr>
<tr>
<td><strong>IS37.</strong></td>
<td>Attracting and developing new strategic partners</td>
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<tr>
<td><strong>IS38.</strong></td>
<td>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</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IS39.</strong></td>
<td>Developing and fostering productive teamwork and a sense of community within a department</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IS40.</strong></td>
<td>Attracting and developing new financial resources</td>
<td></td>
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</tr>
</tbody>
</table>
23) Please rate your current level of preparedness to do the following.\(^9\)

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

\(^9\) Item 23 displayed only if instructor survey selected one or more of IS41-50.
<table>
<thead>
<tr>
<th>IS46. Navigate cross-functional perspectives and needs into overall strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS47. Recognize challenges to and techniques for leading intra-departmental and cross-functional teams</td>
</tr>
<tr>
<td>IS48. Increase team members' confidence and professional networks within department</td>
</tr>
<tr>
<td>IS49. Recognize and take advantage of opportunities to collaborate across departments or outside the organization</td>
</tr>
<tr>
<td>IS50. Attract necessary talent and funding to accomplish strategies</td>
</tr>
</tbody>
</table>

Comments:

Layer 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?"

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

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 overall 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.\(^{11}\)

<table>
<thead>
<tr>
<th>My knowledge and/or skills need significant improvement to do this competently</th>
<th>My knowledge and/or skills need minor improvement to do this competently</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to excel in this area</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS51.</strong> Encouraging my organization to be actively learning (e.g., helping staff in all departments to see learning opportunities inside and outside their own areas)</td>
<td></td>
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</tr>
<tr>
<td><strong>IS52.</strong> Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)</td>
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</tr>
</tbody>
</table>

\(^{11}\) Item 24 displayed only if instructor survey selected one or more of IS51-61.
<table>
<thead>
<tr>
<th>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)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS54. Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas)</td>
</tr>
<tr>
<td>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)</td>
</tr>
<tr>
<td>IS56. Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities</td>
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<tr>
<td>IS57</td>
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<td>IS58</td>
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<td>IS59</td>
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<tr>
<td>IS60</td>
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<tr>
<td>IS61</td>
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</tbody>
</table>

Comments:

25) Please rate your current level of preparedness to do the following.\(^\text{12}\)

\(^\text{12}\) Item 25 displayed only if instructor survey selected one or more of IS62-64.
Layer 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?"

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.

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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.\textsuperscript{14}

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>My knowledge and/or skills need significant improvement to do this competently</th>
<th>My knowledge and/or skills need minor improvement to do this competently</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to excel in this area</th>
<th>Not relevant</th>
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</thead>
<tbody>
<tr>
<td>IS65</td>
<td>Agile learning (e.g., encouraging my staff and board to actively learn)</td>
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<tr>
<td>IS66</td>
<td>Communicating effectively (e.g., active observing and listening; taking action and providing feedback; appreciating my own and others' strengths)</td>
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<tr>
<td>IS67</td>
<td>Navigating across organizational levels (e.g., influence with limited authority)</td>
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</table>

\textsuperscript{14} Item 26 displayed only if instructor survey selected one or more of IS65-74.
<table>
<thead>
<tr>
<th><strong>IS68.</strong> Team-building (e.g., building effective teams across organizational boundaries)</th>
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<tbody>
<tr>
<td><strong>IS69.</strong> Developing expertise (e.g., acting as thought leader)</td>
</tr>
<tr>
<td><strong>IS70.</strong> Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects)</td>
</tr>
<tr>
<td><strong>IS71.</strong> 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</td>
</tr>
<tr>
<td><strong>IS72.</strong> Strategically networking with peers and engaging with partners</td>
</tr>
<tr>
<td><strong>IS73.</strong> Thinking, acting, and influencing strategic change</td>
</tr>
<tr>
<td><strong>IS74.</strong> Leading and strengthening the culture of the organization</td>
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</tbody>
</table>

**Comments:**
27) Please rate your current level of preparedness to do the following.\textsuperscript{15}

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

\textsuperscript{15} Item 27 displayed only if instructor survey selected one or more of IS75-82.
**Layer 6.** 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 *overall* 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.  

<table>
<thead>
<tr>
<th>My knowledge and/or skills need significant improvement</th>
<th>My knowledge and/or skills need minor improvement to do this competently</th>
<th>I have the knowledge and/or skills to do this competently</th>
<th>I have the knowledge and/or skills to excel in this area</th>
<th>Not relevant</th>
</tr>
</thead>
</table>

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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.
<table>
<thead>
<tr>
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<th>to do this competently</th>
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<tbody>
<tr>
<td><strong>IS83.</strong> Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and &quot;against the tide&quot; inquiry; promoting equity and diversity)</td>
<td></td>
</tr>
<tr>
<td><strong>IS84.</strong> Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)</td>
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</tr>
<tr>
<td><strong>IS85.</strong> Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues)</td>
<td></td>
</tr>
<tr>
<td><strong>IS86.</strong> Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator)</td>
<td></td>
</tr>
<tr>
<td>IS87. Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries)</td>
<td></td>
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<tr>
<td>---------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td></td>
</tr>
<tr>
<td>IS89. Team-building (e.g., building effective teams across organizational boundaries)</td>
<td></td>
</tr>
<tr>
<td>IS90. Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and &quot;against the tide&quot; inquiry, cultivating culture of innovation, acting as role model, walking the walk and talking the talk of institutional mission)</td>
<td></td>
</tr>
<tr>
<td>IS91. Negotiating political entities</td>
<td></td>
</tr>
<tr>
<td>IS92. Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>IS93. Sharpening critical thinking, writing, and speaking skills</td>
<td></td>
</tr>
<tr>
<td>IS94. Leading or participating in large-scale change efforts that can be used across sectors</td>
<td></td>
</tr>
<tr>
<td>IS95. Building strong cases for change that can be used across sectors</td>
<td></td>
</tr>
<tr>
<td>IS96. Incorporate leading the profession into my daily/weekly/monthly routines</td>
<td></td>
</tr>
<tr>
<td>IS97. Being transparent and trusted; being authentic</td>
<td></td>
</tr>
</tbody>
</table>

Comments:
29) Please rate your current level of preparedness to do the following.\(^\text{18}\)

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

\(^{18}\) Item 29 displayed only if instructor survey selected one or more of IS98-104.
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.

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization of materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Instructor clarity</td>
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</tbody>
</table>

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

___ Strongly disagree
___ Disagree
___ Neither agree nor disagree
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. 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 overall 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:

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

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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.
<p>| 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 &quot;stretch&quot; 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 |</p>
<table>
<thead>
<tr>
<th></th>
<th>Not at all prepared</th>
<th>Slightly prepared</th>
<th>Somewhat prepared</th>
<th>Very prepared</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS11.</strong> Identify and connect with mentors and sponsors to help you work your development plan</td>
<td></td>
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</tr>
<tr>
<td><strong>IS12.</strong> Identify and cultivate a group of peers to learn, plan, and share career goals</td>
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</tr>
</tbody>
</table>

Comments:

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

<table>
<thead>
<tr>
<th></th>
<th>Not at all prepared</th>
<th>Slightly prepared</th>
<th>Somewhat prepared</th>
<th>Very prepared</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS13.</strong> Create, maintain and promote myself as a leader</td>
<td></td>
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<tr>
<td><strong>IS14.</strong> Confidently handle more complicated tasks and projects</td>
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<tr>
<td><strong>IS15.</strong> Create and execute a leadership career plan, including regular check-ins to</td>
<td></td>
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</tr>
</tbody>
</table>

21 Item 40 displayed only if instructor survey selected one or more of IS13-17.
<table>
<thead>
<tr>
<th>IS16. Objectively identify my own professional strengths and weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
</tr>
</tbody>
</table>

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.

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:

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

23 Item 41 displayed only if instructor survey selected one or more of IS18-26.
<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS22.</td>
<td>Innovation leadership (e.g., facilitate creative problem solving and design thinking; working in innovation teams)</td>
</tr>
<tr>
<td>IS23.</td>
<td>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</td>
</tr>
<tr>
<td>IS24.</td>
<td>Recognizing and developing diverse talent</td>
</tr>
<tr>
<td>IS25.</td>
<td>Motivating others</td>
</tr>
<tr>
<td>IS26.</td>
<td>Situational leadership skills, including delegating</td>
</tr>
</tbody>
</table>

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

**Comments:**
Layer 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?"

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 overall 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:

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

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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.
<table>
<thead>
<tr>
<th><strong>IS33.</strong> 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)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS34.</strong> Differentiating strategy from tactics</td>
</tr>
<tr>
<td><strong>IS35.</strong> Effectively communicating shared goals and outcomes, and greater impacts</td>
</tr>
<tr>
<td><strong>IS36.</strong> Developing strategic networks that lead to information exchange/collaboration among organizations in the sector/ across sectors</td>
</tr>
<tr>
<td><strong>IS37.</strong> Attracting and developing new strategic partners</td>
</tr>
<tr>
<td><strong>IS38.</strong> 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</td>
</tr>
</tbody>
</table>
### Comments:

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

<table>
<thead>
<tr>
<th>Item</th>
<th>Unchanged</th>
<th>Slightly better prepared</th>
<th>Moderately better prepared</th>
<th>Much better prepared</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IS41.</strong> Think and act strategically (e.g., identifying and creating unique approaches and collaborations to accomplish organizational mission; fully leveraging diverse resources)</td>
<td><strong>IS42.</strong> Lead intra-departmental, cross-functional strategy and development</td>
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</tbody>
</table>

27 Item 44 displayed only if instructor survey selected one or more of IS41-50.
<table>
<thead>
<tr>
<th>IS43.</th>
<th>Assemble and use intra-departmental/cross-functional teams effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS44.</td>
<td>Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics</td>
</tr>
<tr>
<td>IS45.</td>
<td>Evolve strategy to capitalize on new ideas and developments</td>
</tr>
<tr>
<td>IS46.</td>
<td>Navigate cross-functional perspectives and needs into overall strategy</td>
</tr>
<tr>
<td>IS47.</td>
<td>Recognize challenges to and techniques for leading intra-departmental and cross-functional teams</td>
</tr>
<tr>
<td>IS48.</td>
<td>Increase team members’ confidence and professional networks within department</td>
</tr>
<tr>
<td>IS49.</td>
<td>Recognize and take advantage of opportunities to collaborate across departments or outside the organization</td>
</tr>
<tr>
<td>IS50.</td>
<td>Attract necessary talent and funding to accomplish strategies</td>
</tr>
</tbody>
</table>

Comments:
Layer 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?"

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 overall 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:

<table>
<thead>
<tr>
<th>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)</th>
<th>Unchanged</th>
<th>Slightly improved</th>
<th>Moderately improved</th>
<th>Greatly improved</th>
<th>Not relevant</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>IS52. Communicating effectively (e.g., active observing and listening; taking action and providing feedback;)</th>
<th>Unchanged</th>
<th>Slightly improved</th>
<th>Moderately improved</th>
<th>Greatly improved</th>
<th>Not relevant</th>
</tr>
</thead>
</table>

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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.
<p>| | | | | | |</p>
<table>
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<tbody>
<tr>
<td></td>
<td>appreciating my own and others' strengths)</td>
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</tr>
<tr>
<td><strong>IS53.</strong> 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)</td>
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<tr>
<td><strong>IS54.</strong> Developing expertise (e.g., acting as thought leader - helping teams make better decisions through presenting and encouraging discussion of new ideas)</td>
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<tr>
<td><strong>IS55.</strong> 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)</td>
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<tr>
<td><strong>IS56.</strong> Carrying out internal and external environmental scanning, including applying techniques and tools for tracking and understanding changing needs of stakeholder communities</td>
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</tr>
<tr>
<td><strong>IS57.</strong> Recognizing and responding to diverse needs within and across departments</td>
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</tr>
<tr>
<td><strong>IS58.</strong> Identifying and obtaining resources needed for departments’ success</td>
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<tr>
<td><strong>IS59.</strong> Developing and implementing shared goals, strategies, and expectations</td>
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<tr>
<td><strong>IS60.</strong> Identifying and developing expertise/talent needed for departments’ success</td>
<td></td>
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</tr>
<tr>
<td><strong>IS61.</strong> Applying outcomes-oriented evaluation methods</td>
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</tbody>
</table>

**Comments:**

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

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30 Item 46 displayed only if instructor survey selected one or more of IS62-64.
Layer 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?"

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

---

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:\(^{32}\)

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

\(^{32}\) Item 47 displayed only if instructor survey selected one or more of IS65-74.
<table>
<thead>
<tr>
<th>IS70. Innovation leadership (e.g., facilitating environment for innovation; develop pipeline for innovative projects)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
</tr>
<tr>
<td>IS72. Strategically networking with peers and engaging with partners</td>
</tr>
<tr>
<td>IS73. Thinking, acting, and influencing strategic change</td>
</tr>
<tr>
<td>IS74. Leading and strengthening the culture of the organization</td>
</tr>
</tbody>
</table>

**Comments:**

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

33 Item 48 displayed only if instructor survey selected one or more of IS75-82.
<table>
<thead>
<tr>
<th>IS75. Model and create culture change</th>
<th>Unchanged</th>
<th>Slightly better prepared</th>
<th>Moderately better prepared</th>
<th>Much better prepared</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS76. Advocate for the work of the institution and its staff</td>
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<tr>
<td>IS77. Articulate the value of the cultural sector as a whole</td>
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<tr>
<td>IS78. Present organizational value to specified audiences</td>
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<tr>
<td>IS79. Catalyze and exchange ideas into action with external partners</td>
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<tr>
<td>IS80. Identify and prioritize field contributions based on organizational needs</td>
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<tr>
<td>IS81. Match board reach, skills, and assets with strategic organizational needs</td>
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<tr>
<td>IS82. Assess individual board member assets</td>
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</tbody>
</table>

Comments:
Layer 6. 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 overall 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:

<table>
<thead>
<tr>
<th>IS83. Leading organizational culture (e.g., prioritizing teamwork and collaboration; rewarding risk taking; encouraging experimentation and &quot;against the tide&quot; inquiry; promoting equity and diversity)</th>
<th>Unchanged</th>
<th>Slightly improved</th>
<th>Moderately improved</th>
<th>Greatly improved</th>
<th>Not relevant</th>
</tr>
</thead>
</table>

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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.
<table>
<thead>
<tr>
<th>IS84</th>
<th>Polarity thinking (e.g., developing contingent strategies for a variety of situations that lead to an overarching goal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS85</td>
<td>Agile learning (e.g., promoting professional development and out of field learning; encouraging self awareness, 360 organizational input, and open source sharing among colleagues)</td>
</tr>
<tr>
<td>IS86</td>
<td>Communicating effectively (e.g., appreciating my own and others' strengths; persuasive and influential communicator)</td>
</tr>
<tr>
<td>IS87</td>
<td>Navigating across organizational levels (e.g., influence with limited authority, navigating multiple types of boundaries)</td>
</tr>
<tr>
<td>IS88</td>
<td>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)</td>
</tr>
<tr>
<td>IS89</td>
<td>Team-building (e.g., building effective teams across organizational boundaries)</td>
</tr>
<tr>
<td><strong>IS90.</strong> Innovation leadership (e.g., rewarding risk taking, encouraging experimentation and &quot;against the tide&quot; inquiry, cultivating culture of innovation, acting as role model, walking the walk and talking the talk of institutional mission)</td>
<td></td>
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<tr>
<td><strong>IS91.</strong> Negotiating political entities</td>
<td></td>
</tr>
<tr>
<td><strong>IS92.</strong> Gathering, synthesizing, testing, adapting, and using ideas and information from across sectors, nonprofit and for-profit sectors</td>
<td></td>
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<tr>
<td><strong>IS93.</strong> Sharpening critical thinking, writing, and speaking skills</td>
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<tr>
<td><strong>IS94.</strong> Leading or participating in large-scale change efforts that can be used across sectors</td>
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<tr>
<td><strong>IS95.</strong> Building strong cases for change that can be used across sectors</td>
<td></td>
</tr>
<tr>
<td><strong>IS96.</strong> Incorporate leading the profession into my daily/weekly/monthly routines</td>
<td></td>
</tr>
<tr>
<td><strong>IS97.</strong> Being transparent and trusted; being authentic</td>
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</tr>
</tbody>
</table>
Comments:

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

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

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\textsuperscript{37}

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

<table>
<thead>
<tr>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don't know/cannot say</th>
<th>Not applicable</th>
</tr>
</thead>
</table>

\textsuperscript{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

<table>
<thead>
<tr>
<th>Layer 2</th>
<th>55) To what extent do you agree or disagree with the following statements?</th>
</tr>
</thead>
</table>

38 Layer 2 item (55) displayed only if instructor survey selected Layer 2.
<table>
<thead>
<tr>
<th></th>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don't know/cannot say</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>In general, I support my colleagues' efforts to develop new knowledge and generate and share new ideas</td>
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<tr>
<td>Staff in my organization collaborate effectively</td>
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<tr>
<td>I actively support my organization's efforts to initiate and/or participate in cross-sector collaboration and</td>
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<tr>
<td>Information sharing</td>
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<tr>
<td>I actively share and/or model best practices in the area of leadership development</td>
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<tr>
<td>I develop programs and/or services that are responsive to user needs</td>
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Layer 3

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

39 Layer 3 item (56) displayed only if instructor survey selected Layer 3.
<table>
<thead>
<tr>
<th></th>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don't know/cannot say</th>
<th>Not applicable</th>
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<tbody>
<tr>
<td>I observe a strong level of engagement in strategy development across staff</td>
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<tr>
<td>I take actions to address staff needs in order to increase productivity</td>
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<tr>
<td>I am well-positioned to connect staff with other professionals to expand their networks</td>
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<tr>
<td>My department is able to take on complex strategies and projects</td>
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<tr>
<td>My department is able to obtain needed resources</td>
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<tr>
<td>I actively initiate and/or participate in cross-sector collaboration and information sharing</td>
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<tr>
<td>I actively share and/or model best practices in the are of</td>
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</tbody>
</table>
### Leadership Development

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

<table>
<thead>
<tr>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don’t know/cannot say</th>
<th>Not applicable</th>
</tr>
</thead>
</table>

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**Layer 4**

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

---

[^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).
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

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

41 Layer 5 item (58) displayed only if instructor survey selected Layer 5.
<table>
<thead>
<tr>
<th></th>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don’t know/cannot say</th>
<th>Not applicable</th>
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</thead>
<tbody>
<tr>
<td>I ensure that my organization's communications effectively target key audiences.</td>
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<tr>
<td>I employ compelling talking points with staff and stakeholders that highlight our organization’s contribution to the community we serve</td>
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<tr>
<td>I ensure that my organization’s staff have clear outlets for making contributions to the field (e.g.,)</td>
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<tr>
<td>memberships in professional associations, speaking engagements</td>
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<tr>
<td>I successfully identify gaps within the reach, skills, and assets of my organization’s board</td>
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<tr>
<td>I ensure that my organization’s leaders have opportunities for recognition across sectors for their professional contributions</td>
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<tr>
<td>In my organization, I actively support strategic partnership opportunities arising from</td>
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<tr>
<td>leader contributions to the field</td>
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<tr>
<td>In my organization, I actively support positive board and stakeholder development and engagement</td>
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<tr>
<td>I actively support best practices for leadership development for other leaders in my organization</td>
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<tr>
<td>My organization's value is widely recognized within and across our community</td>
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<tr>
<td>The value of my organization is</td>
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</tbody>
</table>
widely recognized as a critical part of the fabric of the community we serve

Layer 6\textsuperscript{42}

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

<table>
<thead>
<tr>
<th></th>
<th>Completely disagree</th>
<th>Mostly disagree</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Mostly agree</th>
<th>Completely agree</th>
<th>Don’t know/cannot say</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my profession-level work, I communicate to stakeholders the value of 42 Layer 6\textsuperscript{b} item (59) displayed only if instructor survey selected Layer 6.</td>
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</table>

\textsuperscript{42} Layer 6 item (59) displayed only if instructor survey selected Layer 6.
archives, libraries, and museums as indispensable educational and cultural community assets

<table>
<thead>
<tr>
<th>In my profession-level work, I actively support efforts in archives, libraries, and museums to systematically assess external impact using evidence-based metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my profession-level work, I actively support</td>
</tr>
</tbody>
</table>
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
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.