Strengthening Leadership Development across Archives, Libraries, and Museums
Who we are

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Leadership facts

• The best leaders are extroverts.
• Great leaders are born, not made.
• Great leaders keep their emotions in check.
• The most important quality of a leader is execution.
• Leaders are scarce.
• Leaders tell others what to do.
• Your title and position make you a leader.
• Leaders are heroic.

...or not?

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Nexus - Leading Across Boundaries

Strengthening leadership development together

More info at https://educopia.org/research/grants/nexus-lab-leading-across-boundaries
Uniting organizations and professions to develop strong, visionary leadership

Goals
1. build and strengthen ties between leadership development providers
2. increase trainer capacity through cross-sector knowledge sharing & shared, open resources
3. network leadership trainers for cultural memory institutions

Project origins
• Funded via IMLS Laura Bush 21st Century Librarian Program
• Built on library and archive leadership development research
32 Project Partners

Archives
- Academy of Certified Archivists
- Archives Leadership Institute
- Council of State Archivists
- Regional Archival Associations Consortium
- Society of American Archivists

Museums
- American Association for State and Local History
- Association of Zoos and Aquariums
- Getty Leadership Institute
- Institute for Cultural Entrepreneurship
- Johns Hopkins Museum Studies Program
- Mid-Atlantic Association of Museums
- Mountain-Plains Museums Association
- Southeastern Museum Conference

Core Consultants
- Center for Creative Leadership
- TrueBearing Consulting
- Toolkit Consulting

Libraries
- ALA, Public Program Office
- Association of College and Research Libraries
- Association of Research Libraries
- Chief Officers of State Library Agencies
- Illinois State Library ILEAD U
- Medical Library Association
- National Library of Medicine / Association of Academic Health Science Libraries
- Online Computer Library Center
- Public Library Association
- Virginia Tech Libraries

Multi-Perspective
- Council on Library and Information Resources
- Dartmouth College
- Ithaka S&R
- Maureen Sullivan Associates
- University of North Carolina - Chapel Hill SILS
- University of North Texas
Leadership resources being developed

1. Common Leadership Competency Framework
   *Layers of Leadership across Archives, Libraries, and Museums*

2. Evaluation Suite *(in pilot phase, open invitation)*
   Pre/Post event and 3-6 month impact assessment tools connected to common competencies

3. Curricular Resources *(in pilot phase, open invitation)*
   Open, adaptable instructor guides, slide decks and learning aides for seven “leading the field/profession” level topics
If you want to go far, go together.

Source: Nexus LAB Networked Leadership Curriculum. Available to pilot
More info at https://educopia.org/research/grants/nexus-lab-leading-across-boundaries
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If you want to go fast, go alone.

- African Proverb, Unknown
Traits of collaborative leaders/facilitators

• Garner trust and respect
• Bridges across cultures with ease
• Excellent group facilitation skills
• Act as catalysts
• Encourage and nurture leadership across the network
• Commitment to collaboration
• Help others focus on solutions for the broadest (not the narrowest) interests

Source: Adapted from Community Toolbox – Collaborative Leadership. ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main as represented in Nexus LAB Networked Leadership Curriculum. Available for piloting through summer 2017

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Why use networked leadership strategies?

- Develop and strengthen community across perspectives
- Access diverse perspectives across stakeholders
- Build/share knowledge more quickly/efficiently
- Accelerate the spread of good ideas!
- Mobilize (more) people

Source: Nexus LAB Networked Leadership Curriculum. Available for piloting through summer 2017
More info at https://educopia.org/research/grants/nexus-lab-leading-across-boundaries

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Role specific skills developed at each stage

Leading the Profession
“How do I make an impact on the growth, development, sustainability and reputation of my profession?”

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 Multiple Departments
“How might the collective performance of my departments be enhanced for the long term success of the overall organization?”

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 Others
“I’m good at doing my own work, but how do I get the work done through others?”

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

Common skills also developed across all layers

Nexus LAB: Layers of Leadership across Libraries, Archives and Museums
Leadership competencies relate to Key Roles and Challenges faced in each “Layer”

Layer 1: Leading Self
Key Role: Pursue knowledge, assignments and responsibilities that expand leadership capabilities
Challenge: “How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?”

Layer 2: Leading Others
Key Role: Add value to position and organization with creative and transformative teamwork
Challenge: “I’m good at doing the technical work of the institution but now I have to get the work done through others?”

Layer 3: Leading the Department
Key Role: Manage complex strategies and projects through cross-functional teams
Challenge: “How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?”

Layer 4: Leading Multiple Departments
Key Role: Connect with broader internal and external systems
Challenge: “How might the collective performance of my departments be enhanced for the long term success of the overall organization?”

Layer 5: Leading the Organization
Key Role: Envision and shape broader culture, organization and strategy
Challenge: ”How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?”

Layer 6: Leading the Profession
Key Role: Help my profession constructively examine itself and evolve
Challenge: ”How do I make an impact on the growth, development, sustainability and reputation of my profession?”
Detailed Design Frameworks for each layer inspired by logic models, flowing left to right

1. Role/Challenge
2. Tasks
3. Skills (Competencies)
4. Behavioral changes (Learner Impacts)
5. Greater Outcomes (Broader Impacts)
**Evaluation Suite tied to Layers of Leadership Frameworks**

- Competency-based impact-oriented evaluation tools
- Instructor customized – you select the relevant leadership competencies

Three assessments
1. Pre-event
2. Immediate post-event
3. Follow-up 3-6 month out

<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>
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<tbody>
<tr>
<td>Moving from seeing things as problems to seeing, listening, and understanding different points of view</td>
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<td>Establishing priorities based on context and being flexible in executing my duties</td>
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<td>Team-building (e.g., working effectively with others)</td>
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<td>Stepping back to gain a comprehensive view and assess situations</td>
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Seven Nexus LAB Curriculum Modules
inspired by *Leading the Profession/Field Layer*

- **Plug and play design**

- Designed to work within multiple types of offerings: conference sessions, pre-conference workshops, existing programs

- Unbranded – meant to be customized/branded by instructors and programs

- You’re invited to pilot one, many, all modules

Email *Christina@Educopia.org* for info
<table>
<thead>
<tr>
<th>Seven Nexus LAB Curriculum Module Topics inspired by <em>Leading the Profession/Field Layer</em></th>
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<tbody>
<tr>
<td>Articulating the Case for Change</td>
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<tr>
<td>Engaging Diverse Stakeholders to Lead Change</td>
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<td>Are you Moving the Needle? Assessing the Impact of Advocacy Efforts</td>
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<td>Fostering Innovation and Creativity</td>
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<td>Positioning your Organization in Community, Economic and Social Issues</td>
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<tr>
<td>Building a Networked Approach to Leadership</td>
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<tr>
<td>An Advocacy Primer for Libraries, Archives, &amp; Museums</td>
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Curriculum Module Components

**Trainer’s Guide** (.doc / .pdf)
*session walk-through with exercises, talking points, examples, resources*

**Lightly formatted slides** (.ppt)
*for customization/branding*

**Learning Aids** (.doc / .pdf)
*Supporting in-class activities and providing take-aways*

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**Building a Networked Approach to Leadership**

**Learning Objectives:**
- At the end of the session, participants will be able to...
  - Describe why, when, and how a networked approach to leadership can be effective
  - List challenges and advantages of sharing leadership in a cross-boundary network
  - Recognize and mitigate resistance for participating in cross-boundary networks
  - Consider whether it's appropriate to take a networked leadership approach in a given situation

**Target Audience & Delivery Mode**
- Audience: 40-60 minutes, in-person
- Ideal class size: 20-40 participants
- Ideal delivery mode: In-person, traditional lecture format

**Supplies/Materials/Setup Needs**
- Slides to present key concepts
- Projector
- Paper, pens, and additional materials
- Handouts for participants to write on

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- Consider whether it's appropriate to take a networked leadership approach in a given situation
How do you define leadership, especially as pertains to management?
What leadership skills are most important for 21st Century archivists?

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As a community of archivists what do we need to develop our collective leadership skills?
Thank you

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