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

Layers of Leadership: Key Roles and Challenges

Role specific skills are developed at each stage. Common skills are also developed across all levels.

<table>
<thead>
<tr>
<th>Layer 1: Leading Self</th>
<th>Layer 2: Leading Others</th>
<th>Layer 3: Leading the Department</th>
<th>Layer 4: Leading Multiple Departments</th>
<th>Layer 5: Leading the Organization</th>
<th>Layer 6: Leading the Profession</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Role:</strong> Pursue knowledge, assignments and responsibilities that expand leadership capabilities</td>
<td><strong>Key Role:</strong> Add value to position and organization with creative and transformative teamwork</td>
<td><strong>Key Role:</strong> Manage complex strategies and projects through cross-functional teams</td>
<td><strong>Key Role:</strong> Connect with broader internal and external systems</td>
<td><strong>Key Role:</strong> Envision and shape broader culture, organization and strategy</td>
<td><strong>Key Role:</strong> Help my profession constructively examine itself and evolve</td>
</tr>
<tr>
<td><strong>Challenge:</strong> “How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?”</td>
<td><strong>Challenge:</strong> “I’m good at doing my own work, but how do I get the work done through others?”</td>
<td><strong>Challenge:</strong> “How might I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?”</td>
<td><strong>Challenge:</strong> “How do I translate the collective performance of my departments be enhanced for the long term success of the overall organization?”</td>
<td><strong>Challenge:</strong> “How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?”</td>
<td><strong>Challenge:</strong> “How do I make an impact on the growth, development, sustainability and reputation of my profession?”</td>
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</table>
Connections between materials:

- All six leadership layers, their associated role-specific skills, and shared skills can be viewed within the Layers of Leadership framework.

- Design frameworks for each layer provide a crosswalk from one’s daily career challenge through to the leadership tasks they must undertake and leadership skills they must use in order to create desired changes and outcomes within their organization, profession, and community.

- While some leadership skills are tied to specific layers, others are common skills that are developed across one’s career in different ways.

Parameters to remember:

- Remember leadership skills are developed across one’s lifetime — reflected competencies are suggested milestones.

- CE/PD events may address one or many of the skills or learning objectives.

- This design framework was created for the primary audiences of leadership trainers and leadership training program host organizations, recognizing that individual learners and their organizations may also find this valuable.
Layer 1 – Leading Self: Design Framework

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

**Key Leadership Tasks**

- Creating and maintaining a professional reputation that projects my leadership interests and abilities
- Intentionally planning my career with leadership in mind
- Planning, implementing and monitoring my personal leadership development
- Writing and implementing a professional development plan
- Expanding my strategic career networks
- Identifying and asking for projects that “stretch” my leadership skills
- Developing career growth strategies

**Role Specific Skills**

- Articulate my leadership brand
- Nurture self-awareness
- Identify and connect with mentors and sponsors to help me work my development plan
- Expand my networks and take on “stretch” projects
- Identify and cultivate a group of peers to learn, plan and share career goals

**Shared Skills**

- Lead organizational culture
- Polarity Thinking
- Agile learning
- Effective communications
- Boundary spanning
- Expertise development
- Team-building

By the end of the training, leaders will be able to:

- Create, maintain and promote their leadership brand
- Confidently handle more complicated tasks and projects
- Create and execute a leadership career plan
- Objectively assess their own professional strengths & weaknesses
- Identify and pursue areas for future professional growth

**Change I (and others) want to see**

- Create, maintain and promote their leadership brand
- Confidently handle more complicated tasks and projects
- Create and execute a leadership career plan
- Objectively assess their own professional strengths & weaknesses
- Identify and pursue areas for future professional growth

**At my organization**

- Motivated individuals take on tasks that will further develop their potential to work with others across and outside the organization (silos broken down)
- Organization develops a valued/valuable workforce

**Across Libraries, Archives, and Museums**

- Next generation leaders are being developed to fill leadership gaps
- Next generation leaders are open and able to think/act across libraries, archives, and museums in ways that will benefit all

**Within our community**

- Because of deepening staff leadership capacity, organizations increasingly step up to collaborate, cross-pollinate information and ideas; and help create strong messages for public participation and support
## Layer 2 – Leading Others: Design Framework

<table>
<thead>
<tr>
<th>My daily challenge</th>
<th>Key leadership tasks</th>
<th>Skills to perform tasks</th>
<th>Change I (and others) want to see</th>
<th>Greater outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I’m good at doing my own work, but how do I get the work done through others?”</td>
<td>In order to develop as a leader in my organization, I need to excel at:</td>
<td>Role specific skills</td>
<td>By the end of the training, leaders will be able to:</td>
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<tr>
<td></td>
<td>- Developing and empowering staff</td>
<td>- Encourage new knowledge and ideas</td>
<td>- Apply tools and techniques to encourage knowledge and idea generation in their part of the organization</td>
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<td></td>
<td>- Assessing and adapting my personal leadership style</td>
<td>- Foster visioning</td>
<td>- Initiate and lead change in their part of the organization and lead change in support of organizational change initiatives</td>
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<td></td>
<td>- Inspiring creative thinking</td>
<td>- Lead change</td>
<td>- Identify various work types, talents, and styles within teams</td>
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<td></td>
<td>- Focusing less on myself and more on others</td>
<td>- Foster openness to change</td>
<td>- Identify, plan for and recruit diverse work types, talents, and perspectives within teams</td>
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<td></td>
<td>- Building strong, diverse teams</td>
<td>- Encourage and facilitate new, creative ways of working together</td>
<td>- Apply tools and techniques to facilitate collaboration</td>
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<td></td>
<td>- Cultivating different perspectives</td>
<td>- Assist others with anxiety/change management</td>
<td>- Apply new team motivation techniques</td>
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<td></td>
<td>- Fostering collaborative engagement</td>
<td>- Diverse talent recognition and development</td>
<td>- Adapt their leadership approaches to the demands of specific situations</td>
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<td>- Adapting responses to complex organizational challenges</td>
<td>- Conflict resolution</td>
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<td>- Fostering input into change</td>
<td>- Motivation of others</td>
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<td>- Speaking persuasively in public</td>
<td>- Situational leadership skills – including delegating</td>
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<td>- Recognizing and navigating dependencies</td>
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<td>- Developing external relationships</td>
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<td>- Representing my organization’s brand</td>
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<td>- Fostering collaboration and partnerships</td>
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<td>- Advocating</td>
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<td><strong>KEY ROLE:</strong></td>
<td><strong>Add value to position and organization with creative and transformative teamwork</strong></td>
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</table>

### At my organization
- Staff and teams develop new knowledge, and generate and share new ideas while feeling supported
- Teams get more done through a collaborative approach

### Across Libraries, Archives, and Museums
- Organization is better poised to initiate and participate in cross-sector collaboration and information sharing
- Best practices are shared broadly for leadership development

### Within our community
- Programs and services are more quickly/creatively developed
- Programs and services respond to community needs
“How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?”

**My daily challenge**

**Key leadership tasks**

In order to develop as a leader in my organization, I need to excel at:

- Communicating and operationalizing strategy
  - Identifying and evaluating projects/programs that are ripe for intra-departmental teamwork
  - Recognizing opportunities for inter-departmental collaboration
- Modeling my organization’s brand and culture
  - Grasping, interpreting, and embodying key brand attributes and behaviors
- Championing and connecting to transform their staffs’ ideas into innovation
- Building, nurturing and evaluating teams
  - Selecting, motivating and evaluating talent for intra-departmental teamwork
  - Building and nurturing agile, collaborative teams that are committed to organizational learning, innovation, transformation and accountability
  - Developing mindsets and skill sets that will help teams be comfortable with organizational change, big-picture thinking and boundary-spanning
  - Developing, monitoring and measuring strategic plans, work plans, and metrics
  - Encouraging open communication, information sharing, networking and effective feedback within the department
- Strengthening individual team members
  - Helping staff develop personal development plans
  - Holding staff accountable for developing their own direct reports
- Understanding, identifying and cultivating needed human and financial resources

**Skills to perform tasks**

**Role specific skills**

- Differentiate strategy from tactics
- Effectively communicate shared goals and outcomes, and greater outcomes
- Attract and develop new strategic partners
- Develop strategic networks that lead to information exchange/collaboration among LAMs/across sectors
- Lead innovation
  - Encourage design thinking: experimentation and rapid prototyping
  - Facilitate new ideas to connect and influence strategy
  - Span boundaries in order to champion, connect, and transform ideas into innovations
- Develop and foster productive teamwork and a sense of community within a department
- Attract and develop new financial resources

**Shared skills**

- Leading organizational culture
- Polarity thinking
  - Navigate the polarity of strategy and innovation
- Agile learning
  - Thinking systematically about their role in the middle of the organization
- Effective communications
  - Active observing and listening
  - Take action and provide feedback based on what you learn
- Coaching
  - Appreciate strengths in self and others
- Spanning boundaries
  - Influence without authority
- Developing expertise
  - Act as thought leader
  - Develop professional expertise/brand
- Team-building
- Innovation leadership

**Change I (and others) want to see**

By the end of the training, leaders will be able to:

- Think and act strategically
- Lead intra-departmental, cross-functional strategy and development
- Assemble and use intra-departmental/cross-functional teams effectively
- Connect and communicate cross-functional design thinking and evaluation to strategies and success metrics
- Evolve strategy to capitalize on new ideas/developments
- Recognize challenges to and techniques for leading intra-departmental and cross-functional teams
- Navigate cross-functional perspectives/needs into overall strategy
- Increase team members’ confidence and professional networks within department
- Recognize and take advantage of opportunities to collaborate across departments or outside the organization
- Attract necessary talent and funding to accomplish strategies

**Greater outcomes**

At my organization

- Stronger departmental strategy development
- Departmental staff are more productive and happier, with addressed needs
- Department leaders are better positioned to connect and collaborate with others
- Departments are able to take on complex strategies and projects
- Leaders are more able to attract resources

Across Libraries, Archives, and Museums

- More organizations are poised to initiate and participate in cross-sector collaboration and information sharing
- Best practices are shared broadly for leadership development

Within our community

- Programs and services are more quickly/creatively developed
- Programs and services respond to community needs
### Layer 4 – Leading Multiple Departments: Design Framework

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<th>Change I (and others) want to see</th>
<th>Greater outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>“How might the collective performance of my departments be enhanced for the long term success of the overall organization?”</td>
<td>In order to develop as a leader in my organization, I need to excel at:</td>
<td>Role specific skills</td>
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<tr>
<td>- Recognizing and communicating emerging trends and the needs and interests of external communities</td>
<td>- Carry out internal and external environmental scanning:</td>
<td>- Think, act, and influence strategically</td>
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<tr>
<td>- Developing strategies to meet changing stakeholder needs</td>
<td>- Apply techniques and tools for tracking and understanding changing needs of stakeholder communities</td>
<td>- Lead external efforts while balancing and furthering internal objectives</td>
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<tr>
<td>- Developing and modifying cross functional strategies</td>
<td>- Recognize and respond to diverse needs within and across departments</td>
<td>- Lead more effectively across multiple stakeholders</td>
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<tr>
<td>- Communicating and operationalizing strategy</td>
<td>- Develop and implement shared goals, strategies and expectations</td>
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<td>- Identifying, assessing and developing internal talent — Managing performance — Mentoring and coaching — Encouraging and supporting active learning by staff</td>
<td>- Identify and obtain resources needed for departments’ success</td>
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<td>- Obtaining and managing fiscal resources</td>
<td>- Identify and develop expertise/talent needed for departments’ success</td>
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<td>- Developing and fostering productive teamwork</td>
<td>- Apply outcomes oriented evaluation methods</td>
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<td>- Fostering a sense of community across departments</td>
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<td>- Leading external efforts through consortia, with partners</td>
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<td>- Advocating and communicating about departments’ successes, challenges and value within the internal organizational context and external communities</td>
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<td><strong>KEY ROLE:</strong> Connect with broader internal and external systems</td>
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<td><strong>At my organization</strong></td>
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<td>- Department and organizational plans are responsive to current trends and factors</td>
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<td>- Teams and groups work effectively across departmental and functional lines</td>
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<td>- Teams show evidence of agility: ability to quickly develop, effective solutions that can be applied mid-stream</td>
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<td>- Teams more frequently innovate: producing creative, desirable solutions that have not been tried before</td>
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<td><strong>Across Libraries, Archives, and Museums</strong></td>
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<td>- Recognition through field contributions</td>
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<td>- Increases in strategic partnerships opportunities at a field-level</td>
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<td>- Improved board and stakeholder development and engagement.</td>
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<td>- Best practices are shared broadly for leadership development</td>
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<td><strong>Within our community</strong></td>
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<td></td>
<td>- Recognition of organizational value within and across communities</td>
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<td></td>
<td>- Recognition of organization as a critical part of the community fabric</td>
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Layer 5 – Leading the Organization: Design Framework

**My daily challenge**

“How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?”

**Key leadership tasks**

In order to develop as a leader in my organization, I need to excel at:

- Articulating the value of cultural institutions within and beyond my organization
- Stewarding my organization’s mission and vision
- Making the case for support and development of resources
- Articulating the socio-economic impacts of the organization and the cultural sector
- Think about, act upon, and influence strategic change
- Strategically network and partner with peers and other organizations
- Lead and strengthen organizational culture

**Skills to perform tasks**

Role specific skills

- Advocate for one’s cultural institution
  - Present the value of cultural institutions to key stakeholders
  - Articulate the socio-economic impacts of the organization and the cultural sector
- Think about, act upon, and influence strategic change
- Strategically network and partner with peers and other organizations
- Lead and strengthen organizational culture

Shared skills

- Leading organizational culture
- Polarity thinking
- Agile learning
  - Encourage staff and board to actively learn
- Effective communications
  - Active observing and listening
  - Take action and provide feedback based on what you learn
  - Appreciate strengths in self and others
- Spanning boundaries
  - Influence without authority
- Developing expertise
  - Act as thought leader
- Team-building
  - Build effective teams across organizational boundaries
- Innovation leadership
  - Facilitate environment for innovation; develop pipeline for innovative project

**Change I (and others) want to see**

By the end of the training, leaders will be able to:

- Model and create culture change
- Advocate for the work of the institution and its staff
- Articulate the value of the cultural sector as a whole
- Present organizational value to diverse audiences
- Recognize key target audiences for organizational communications
- Catalyze, exchange, and develop ideas into action with external partners
- Identify and prioritize field-contributions based on organizational needs
- Match board reach/skills/assets with strategic organizational needs

**Greater outcomes**

At my organization

- Communications better speak to identified key target audiences
- Consistent messaging highlights organization’s contribution to both the community and broad cultural sector
- Outlets are identified and prioritized for field-contributions, tied to organizational needs (membership, speaking engagements, etc.)
- Increased awareness of gaps within existing board reach/skills/assets
- Recognition through field contributions

Across Libraries, Archives, and Museums

- Increased strategic partnerships around shared/common needs
- Improved board and stakeholder development and engagement.
- Best practices are shared broadly for leadership development

Within our community

- Greater recognition of organizational value within and across distinct communities
- Recognition of organization as a critical part of the community fabric
Nexus LAB: Layers of Leadership across Libraries, Archives and Museums

**Layer 6 – Leading the Profession: Design Framework**

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<td>In order to develop as a leader in my profession, I need to excel at:</td>
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<td>By the end of the training, leaders will be able to:</td>
<td>At my organization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Practicing and communicating thought leadership</td>
<td>- Negotiate political entities</td>
<td>- I’m authentically walking the talk</td>
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<tr>
<td></td>
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<td>- Challenging norms</td>
<td>- Gather, synthesize, test, adapt and use ideas and information from across LAMs, nonprofit and for-profit sectors</td>
<td>My and/or my institution’s work is cited as a model</td>
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<tr>
<td></td>
<td></td>
<td>- Ensuring scalability and sustainability</td>
<td>- Sharpen critical thinking, writing and speaking skills</td>
<td>Reframe the value of the industry</td>
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<tr>
<td></td>
<td></td>
<td>- Building relationships/forging networks across libraries, archives, and museums to break down silos</td>
<td>- Lead or participate in large-scale change efforts that can be used across LAMs</td>
<td>Across Libraries, Archives, and Museums</td>
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<tr>
<td></td>
<td></td>
<td>- Seeing and understanding libraries, archives, and museums holistically, as a single integrated ecosystem</td>
<td>- Build strong cases for change that can be used across LAMs</td>
<td>- The value of libraries, archives and museums is increasingly understood by diverse stakeholders</td>
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<td>- Interacting and partnering with library, archives and museum leadership nationally and internationally</td>
<td>- Work leading the profession into my daily/weekly/monthly routines</td>
<td>Libraries, archives, and museums are increasingly seen as indispensable educational and cultural community assets</td>
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<tr>
<td>KEY ROLE: Help my profession constructively examine itself and evolve</td>
<td>Role specific skills</td>
<td>Shared skills</td>
<td>Shared skills</td>
<td>Libraries, archives, and museums increasingly work together on advocacy and awareness-building, fundraising, and joint programming around shared issues</td>
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<td></td>
<td>- Leading organizational culture</td>
<td>- Leading organizational culture</td>
<td>Within our community</td>
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<td></td>
<td></td>
<td>- Polarity thinking</td>
<td>- Transform the profession</td>
<td>- Greater recognition of organizational value within and across distinct communities</td>
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<td>- Agile learning</td>
<td>- Envision emerging polarities</td>
<td>Recognition of organization as a critical part of the community fabric</td>
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<td>- Effective communications</td>
<td>- Encourage community partners to be actively learning</td>
<td>Libraries, archives, and museums have a stronger voice on national and international stages</td>
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<td></td>
<td>- Persuasive and influential communicator</td>
<td>- Appreciate strengths in self and others</td>
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<td>- Spanning boundaries</td>
<td>- Influence without authority</td>
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<td>- Influence without authority</td>
<td>- Navigate multiple types of boundaries</td>
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<td>Developing expertise</td>
<td>- Authority to act as thought leader</td>
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<td>- Develop professional expertise / brand</td>
<td>- Act as thought leader</td>
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<td>Team-building</td>
<td>- Authoritative voice for the profession</td>
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<td>- Build effective teams across organizational boundaries</td>
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<td>Innovation leadership</td>
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<td>- Lead innovation strategy</td>
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<td>- Cultivate culture of innovation</td>
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<td>- Act as role model</td>
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At my organization
- I’m authentically walking the talk
- My and/or my institution’s work is cited as a model
- Reframe the value of the industry

Across Libraries, Archives, and Museums
- The value of libraries, archives and museums is increasingly understood by diverse stakeholders
- Libraries, archives, and museums are increasingly seen as indispensable educational and cultural community assets
- Libraries, archives, and museums increasingly work together on advocacy and awareness-building, fundraising, and joint programming around shared issues

Within our community
- Greater recognition of organizational value within and across distinct communities
- Recognition of organization as a critical part of the community fabric
- Libraries, archives, and museums have a stronger voice on national and international stages
Some leadership skills develop in stages and across layers

<table>
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<th>Layer 3: Leading the Department</th>
<th>Layer 4: Leading Multiple Departments</th>
<th>Layer 5: Leading the Organization</th>
<th>Layer 6: Leading the Profession</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Organizational Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Transforms the profession</td>
</tr>
<tr>
<td>Polarity Thinking</td>
<td>Distinguish problems to solve from polarities to navigate</td>
<td>Get off dance floor &amp; stand on balcony</td>
<td>Navigate polarity of strategy &amp; innovation</td>
<td>Encourage staff and board to actively learn</td>
<td>Envisions emerging polarities</td>
</tr>
<tr>
<td>Agile Learning</td>
<td>Appreciate strengths in self and others</td>
<td>Strategic agility</td>
<td>Think systematically about role in organization</td>
<td></td>
<td>Encourage community partners to actively learn</td>
</tr>
<tr>
<td>Effective Communications</td>
<td></td>
<td>Coaching</td>
<td>Active observing &amp; listening. Take action. Provide feedback</td>
<td></td>
<td>Persuasive and influential communicator</td>
</tr>
<tr>
<td>Spanning Boundaries</td>
<td>Navigate vertical boundaries</td>
<td></td>
<td>Appreciate own and others strengths</td>
<td>Influence without authority</td>
<td>Navigate multiple types of boundaries</td>
</tr>
<tr>
<td>Developing Expertise</td>
<td>Develop Professional Expertise / Brand</td>
<td></td>
<td></td>
<td></td>
<td>Authoritative voice for the profession</td>
</tr>
<tr>
<td>Team Building</td>
<td>Work effectively with others</td>
<td></td>
<td></td>
<td></td>
<td>Build effective teams across organizational boundaries</td>
</tr>
<tr>
<td>Innovation Leadership</td>
<td>Generate ideas, work in innovation teams</td>
<td>Facilitate creative problem solving and design thinking; lead innovation teams</td>
<td></td>
<td>Facilitate environment for innovation; develop pipeline of innovative projects</td>
<td>Cultivate culture of innovation</td>
</tr>
</tbody>
</table>

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