



NAEA ART EDUCATOR LEADERSHIP COMPETENCY MODEL

The National Art Education Association (NAEA) recently conducted a study on leadership development for art educators. One output of this work was a model of the competencies needed for an art educator to excel in his/her leadership roles. These roles may include the individual's own work context as well as a volunteer leadership role such as in NAEA or a state/province affiliate.

There are 20 competencies in total. They start first with Self, which is the solo work that a reflective practitioner must do to determine their leadership approach that provides a basis for their leading others. Next is the competencies needed to lead Others, including one person or a large team. The third category covers the competencies needed in a leadership position of an Organization. The final category, External, focuses on the skills used in leadership contexts beyond the organizations that art educators work within.

The chart below summarizes all the competencies by category. On the following pages, each competency is described in more detail.

COMPETENCY SUMMARY CHART

Self	Others	Organization	External
1. Increasing self-awareness	1. Communicating effectively and strategically	1. Setting vision and strategy	1. Influencing policy through connections with legislators and other decision makers
2. Demonstrating ethics and integrity	2. Developing others	2. Managing change	2. Defining and solving problems
3. Developing adaptability	3. Building effective relationships	3. Making decisions	3. Developing networks
4. Exhibiting leadership stature	4. Creating balanced, effective teams	4. Evaluating programs and proper use of resources (budget)	4. Delivering clear, concise, tailored external messages
	5. Sharing power	5. Developing boards/governance	5. Developing expertise in the external context
	6. Supervising and coordinating activities		



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COMPETENCY DETAIL

Self

1. Increasing self-awareness

An effective leader:

- Behaves with authenticity
- Knows own ability, expertise, strengths, self-limitations and leadership style
- Admits to mistakes and learns from them
- Prioritizes self-care
- Demonstrates humility
- Tolerates ambiguity
- Uses power effectively and responsibly
- Fosters own creativity

2. Demonstrating ethics and integrity

An effective leader:

- Exhibits honor, truthfulness, trustworthiness and transparency
- Uses a good inner compass to guide ethical decisions
- Maintains strong ethical standards

3. Developing adaptability

An effective leader:

- Responds to change and is able to make changes
- Is flexible

4. Exhibiting leadership stature

An effective leader:

- Shifts effectively among leadership roles (from educational settings to other venues)
- Sustains personal engagement and participation



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Others

1. Communicating effectively and strategically

An effective leader:

- Uses and reads nonverbal cues (situational awareness)
- Listens effectively
- Is open to input
- Tells useful stories
- Adjusts to the situation at hand
- Employs contemporary communication channels

2. Developing others

An effective leader:

- Leads by example
- Prepares others to lead/advocate
- Recognizes ability and expertise in others
- Challenges others to grow

3. Building effective relationships

An effective leader:

- Builds trust
- Is present with people
- Manages conflict constructively
- Spends time among people
- Develops a sense of community
- Breaks down silos and bridges group boundaries

4. Creating balanced, effective teams

An effective leader:

- Values and recruits differences/ diversity



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- Establishes a culture of mutual respect
- Matches people on the team to jobs that fit their interests and skills

5. *Sharing power*

An effective leader:

- Shares responsibility and duties, is team-oriented
- Values others' contributions and gives credit when due
- Employs mutual inquiry and learning

6. *Supervising and coordinating activities*

An effective leader:

- Provides support and guidance to others and maintains accountability for completing tasks
- Uses collaborative language and behaviors

Organization

1. *Setting vision and strategy*

An effective leader:

- Understands and uses creative processes to identify opportunities and solve complex challenges
- Creates a shared, clear vision
- Connects the vision, mission and planning efforts
- Shifts strategies based on the needs of stakeholders
- Recognizes and acts on opportunity
- Spends time on activities that make an impact
- Innovates and responds with flexibility
- Plans strategically, understanding the external context

2. *Managing change*

An effective leader:

- Is comfortable with change
- Takes informed risks



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- Creates a culture of innovation
- Drives change effectively
- Educates and informs about issues at hand
- Ensures internal alignment

3. *Making decisions*

An effective leader:

- Provides enough context and background for effective decisions
- Thinks critically about decisions
- Is able to lead decision-making processes

4. *Evaluating programs and proper use of resources (budgets)*

An effective leader:

- Ensures ongoing evaluation of programs
- Keeps accurate records
- Ensures the fiscal health of the organization

5. *Developing boards/governance*

An effective leader:

- Upholds the constitution
- Sets effective policy
- Protects the integrity of the organization

External Focus

1. *Influencing policy through connections with decision makers*

An effective leader:

- Positively influences others regarding art/art education in the human experience
- Understands the role of the organization(s) within a broader context

2. *Defining and solving problems*

An effective leader:



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- Defines complex external problems clearly
- Develops effective solutions
- Breaks problems/solutions into manageable pieces to address

3. *Developing networks*

An effective leader:

- Formulates strategies for collaborating across organizations
- Manages and utilizes conflict appropriately when collaborating with other organizations

4. *Delivering clear, concise, tailored external messages*

An effective leader:

- Knows and understands stakeholders
- Speaks for the organization
- Develops clear messages that clarify complex issues

5. *Developing expertise in the external context*

An effective leader:

- Researches external influences to find relevance to the context of art education
- Clarifies how external influences affect art education
- Provides substantive information to the membership