Teaching Leadership from Within
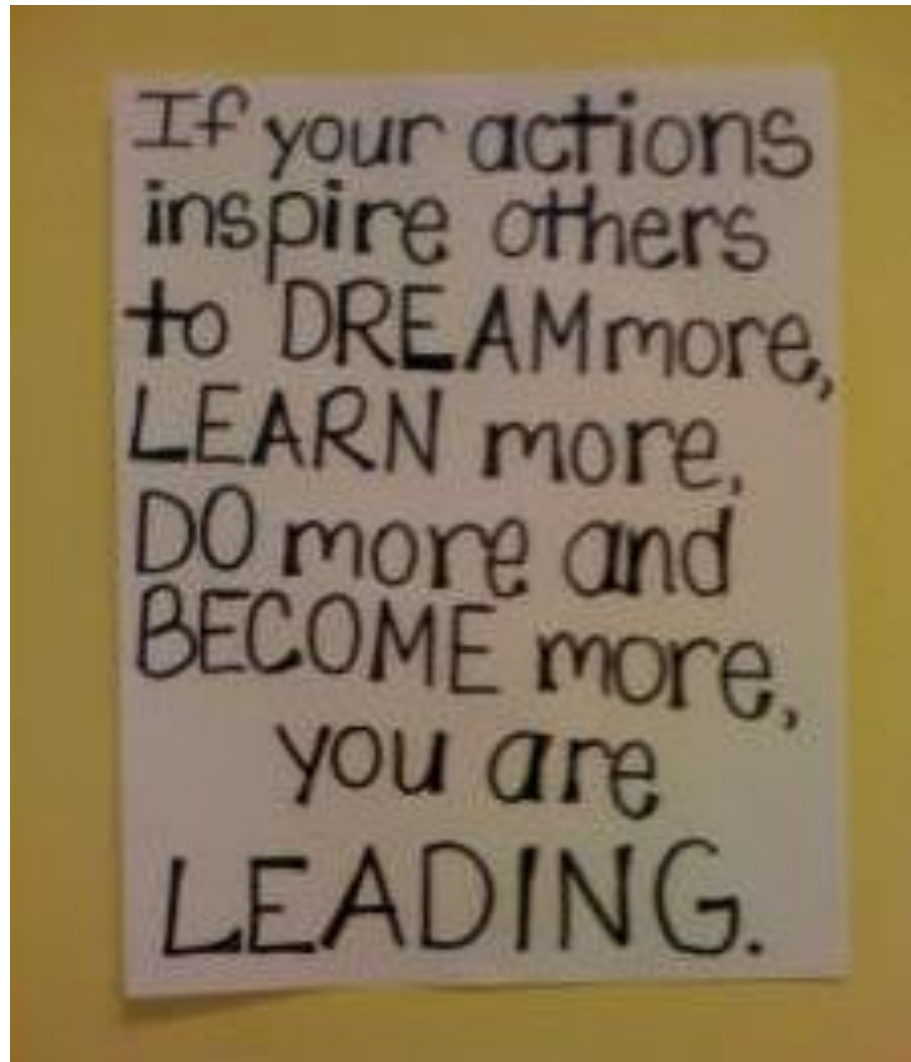
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Agenda

1. OCLC Objectives

2. What kind of leader are you?

3. Identifying participants

4. Developing a schedule.

5. Read to Learn.

6. On-going leadership project.

7. Evaluation.

Objectives (Or Why Raise up Leaders)

- ## Library Management Competencies (OCLC, 2015)
  - ### Organizational Leadership
    - Use leadership skills to provide vision and guidance to library staff, board members and the community
    - Contributes effective strategies and decisions regarding library services and resources
    - Provides effective leadership of all stakeholders and teams
    - Embraces change and fosters understanding and acceptance by all stakeholders
  - ### Personnel Management
    - Leads and empowers employees to deliver effective, high-quality library service
    - Works appropriately with consultants and volunteers

Objectives, cont'd

- Project Management
  - Leads work teams with clear direction and effective communication
- Staff Training and Development
  - Establishes strategies and long range initiatives to create a learning environment within the library
  - Plans for and supports staff career development opportunities
  - Develops and implements a culture that embraces ongoing learning
  - Develops effective methods to evaluate learning initiatives
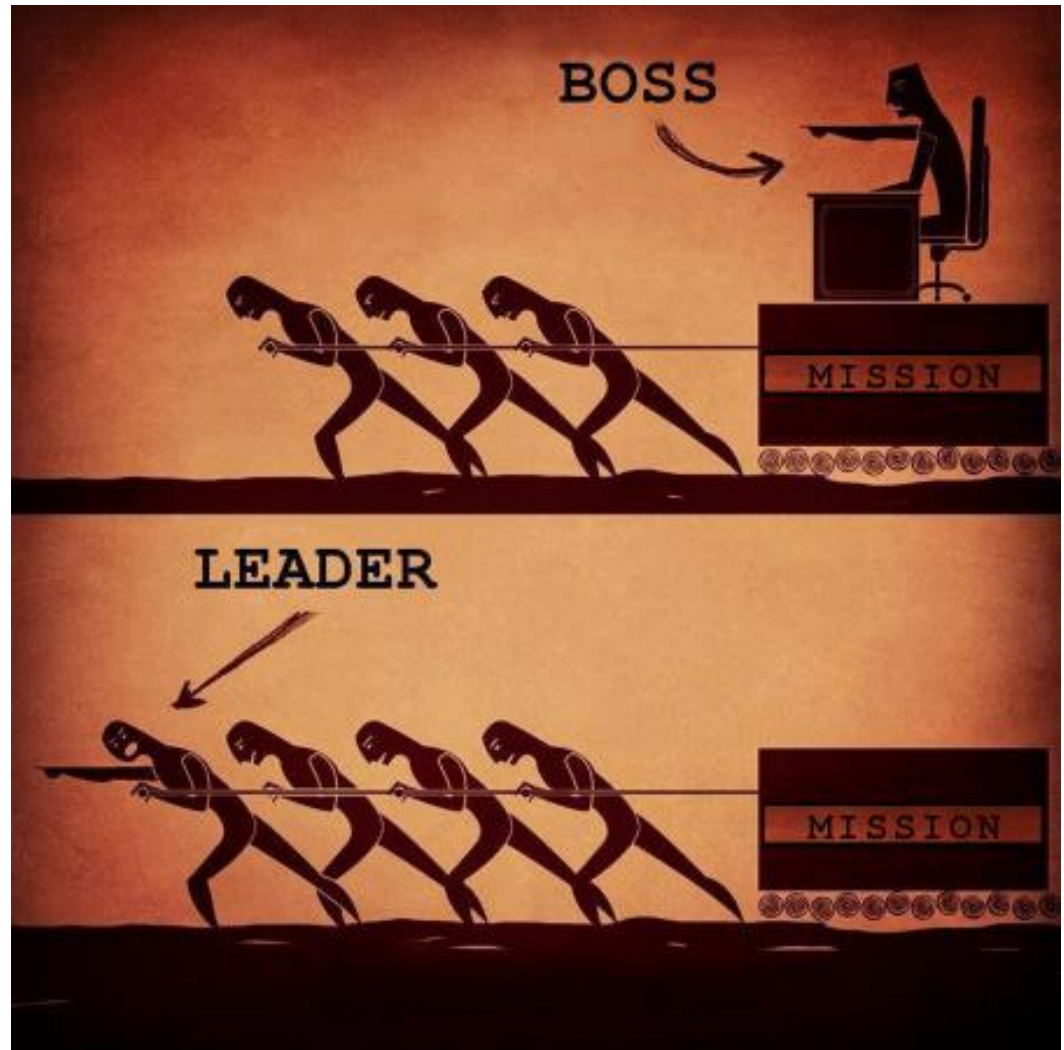
What kind of a leader are you?

Find out:

-www.humanmetrics.com

(Jungian Type Test)

-Blake Mouton Leadership Grid

www.mindtools.com/pages/article/newLDR_73.htm

(assessment tool is in your handouts)

-what other reflective activities are out there?

Self-Knowledge is Key

Participant Selection

ONE DOES NOT NEED A TITLE TO LEAD OTHERS

memegenerator.net

Developing a Schedule

- **Framework**: 6 sessions, 1x/month, with as needed group follow up

- **Schedule:** 1st Fridays of each month at Rust burg from 9 am to 1 pm. This time should be held sacred.

- **Curriculum:**
  - *Leading Myself (first 3 months)*
    - **August 7:** Identify personal leadership style
      - MBTI: develop a working knowledge of personal MBTI and awareness of other styles.
      - Leadership matrix: develop a working knowledge of personal leadership style and tools to develop as needed; an awareness of other styles.
      - Develop a personal mission statement
    - **September 4:** Develop communication skills (*Crucial Conversations*, Kerry Patterson)
      - difficult conversations
      - disagreeing productively and professionally
      - asking for/offering assistance
      - accepting and offering feedback

  - **October 2:** Experiment with leadership opportunities not limited to but including (*Buy In*, John Kotter)
    - running a meeting
    - managing a project

  - *Leading Others (second 3 months):*
    - **November 1**: Become situational leaders, identifying the demands of any given situation and responding appropriately. Each person will reflect on experiences and apply previously learned theory with the group.

    - **December 4**: Change Management Skills- master a change management model and framework with which to help the library evolve. *Switch*, Chip and Dan Heath. Each person will plan for a change for their department and map out a strategy.

    - **January 8:** Master project management skills through hands on experience and direct instruction for this change management project. Continue experiences with leadership on a larger scale. Group Reflection and discussion.

    - 4. **February/March/April:** Group reporting back on change management and project progress, supporting one another as required

Read to Learn/Be A Librarian

- **My personal favorites:**
  - *Crucial Conversations*, Kerry Patterson, McGraw Hill 2002
  - *Buy In*, John Kotter, Harvard Business Review, 2010
  - *Switch*, Chip and Dan Heath, Broadway Books, 2010

- **Do your own research…any suggestions?**

- **This is a quick and effective read…**
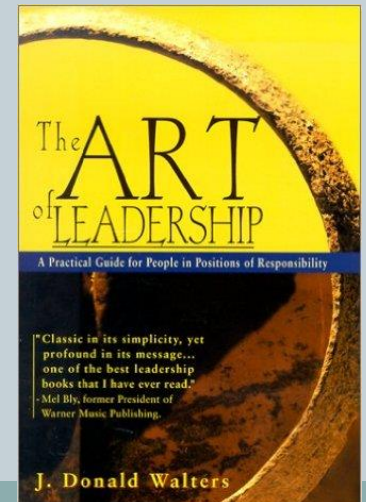
On-Going Leadership Project

- Self-select
- Appropriate to their position
- Appropriate to library's needs
- Resources are available
- Examples:
  - Bolman & Deal's Four Frame Analysis
  - A New Book Group/Program
  - A Capital Project
  - A Community Read

Evaluation

*of the curriculum/program, not the individuals or their project...although they will need to evaluate their project as well!

Kirkpatrick Model

(Learn more about it at http://bit.ly/1TIzuJ4)

Level 1: Reaction	To what extent did the participants find the training useful, challenging, well-structured, organized, and so on?
Level 2: Learning	To what extent did participants improve knowledge and skills and change attitudes as a result of the training?
Level 3: Behavior	To what extent did participants change their behavior back in the workplace as a result of the training?
Level 4: Results	What measurable organizational benefits resulted from the training in terms such as productivity, efficiency and sales revenue?

Questions?

THANK YOU!

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