

Teaching Leadership from Within

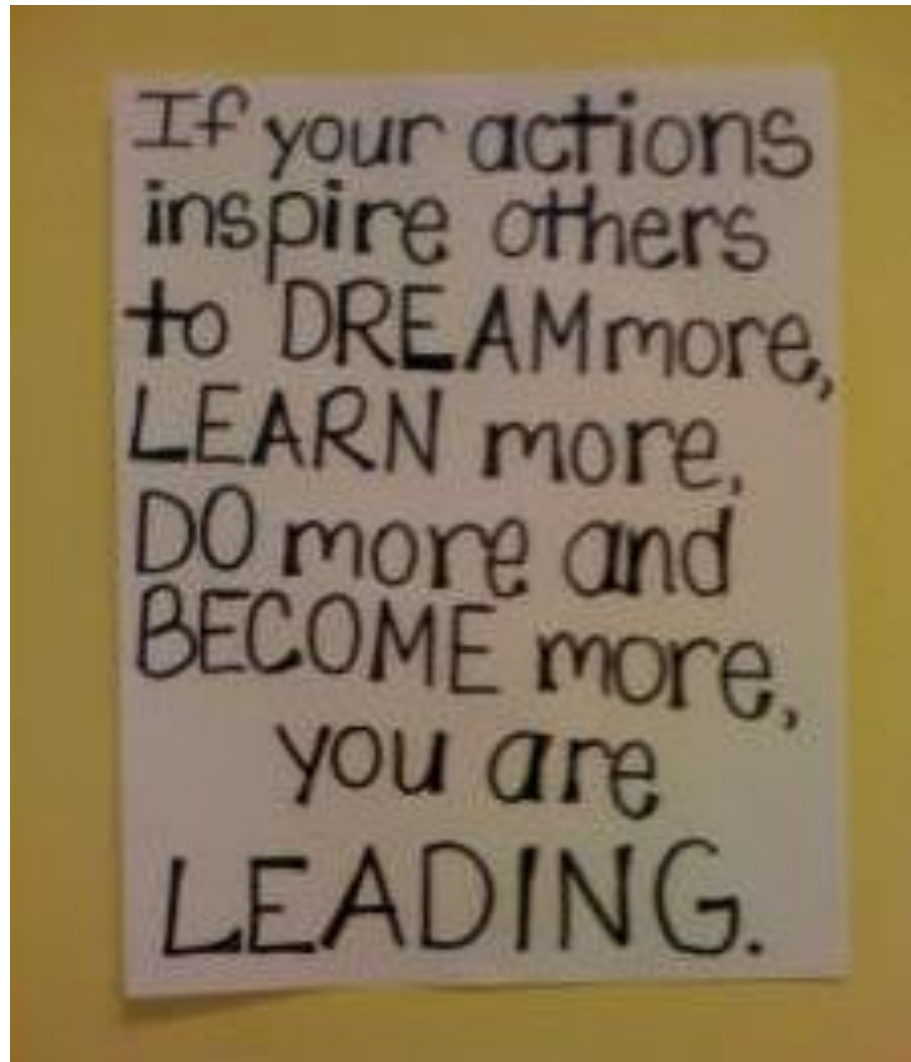


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Agenda

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?

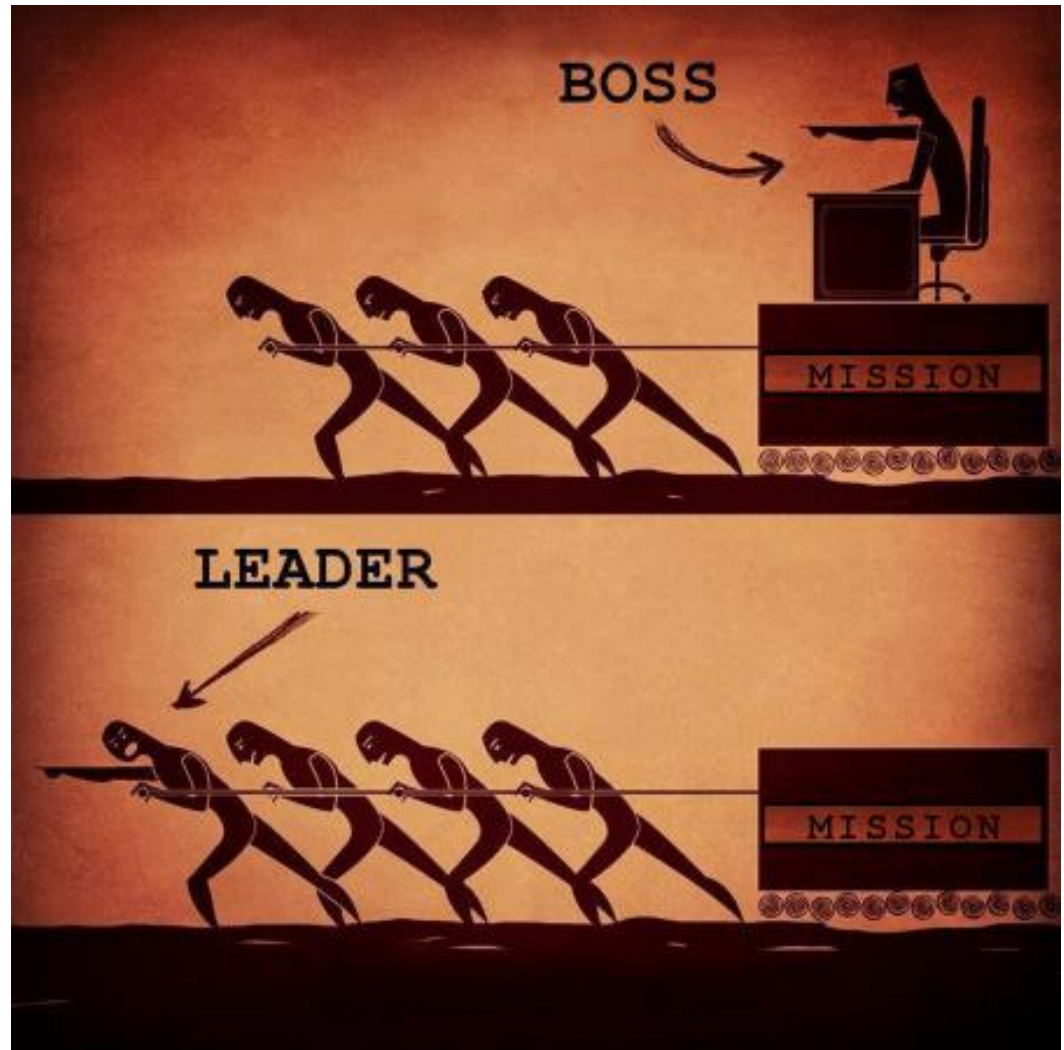
Find out:

-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



Developing a Schedule

- **Framework:** 6 sessions, 1x/month, with as needed group follow up
- **Schedule:** 1st Fridays of each month at Rustburg 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
 - *Leading Others (second 3 months):*
 - **October 2:** Experiment with leadership opportunities not limited to but including (*Buy In*, John Kotter)
 - running a meeting
 - managing a project
 - **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

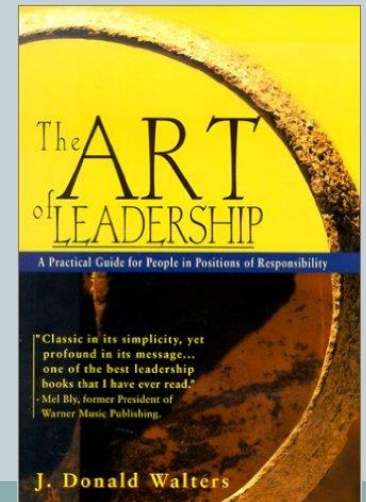


My personal favorites:

- 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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