Be a Leader not a Follower!

Peter Hernon, Professor, Simmons College, Boston
Six Reasons to Become a Librarian

6. You Have a Passion for Organization
   - You don’t mind losing yourself amidst the stacks and spending long days in numerical organization.

5. You Enjoy the Silence
   - Librarianship is a relatively quiet profession, perfect for thoughtful and intelligent folk who want out of the Type A personality corporate race.

4. It’s a Profession with Range [of specializations and technologies]
Reasons (continued)

3  You’re Into Books on the Company Dime
2  You Enjoy Getting Time Off
1  You Want a Job with Security

What Is Wrong with the List?

- It is fine that leadership is not mentioned
  - It often is in job ads for directors
- Reflects the past not present
- The nature of work and jobs is changing
  - Re-engineering

- Skill set today
  - Critical thinking
  - Problem solving
  - Good communication skills
  - Flexible
  - Comfortable working with diverse communities and outside the library
  - Comfortable with change
  - Multi-tasker
  - Other?
“What Is This?”
Complete the Sentence

- How do you complete the sentence
  - Leadership is ..............
Leadership: Its Critical Components

- **Vision**—a compelling one
  - Vision provides guidance to an organization by articulating what it wishes to attain
  - Who sets the vision?
  - Is it *shared*?

- **Leaders and followers**
  - Leaders may be followers and followers may be leaders
  - “True leaders do not gather the most followers; rather, true leaders gather the most leaders”

According to Westley and Mintzberg, visionary leadership is dynamic and involves a three stage continuum:

- an image of the desired future for the organization (vision) is communicated (shared), which serves to
- “empower those followers so that they can enact the vision.”

Truisms

Leadership

- need not be positive
  - Ineffective, negative or bad, destructive leadership
  - does not automatically result from being in a certain position--as director or dean

- Management and leadership are not the same
Six Leadership Questions

1. Where is the organization (library) going? [Vision]
   What do the library and [its parent organizations and customers] truly value?

2. How will the library get there? [Action/strategic plan]

3. Where are “we” now?

4. Do we know where we are?

5. Who cares about what?

6. Who decides what?
Leadership Occurs in Situations…

- Professional Associations
- Information Policy
- Arena
- Other?

Situations

Library

Within the organization
Within the community served
Leadership Involves

Transformation
Visioning, energizing, and stimulating a change process that coalesces communities, patrons, and professionals around new models of managerial leadership

Accomplishment
Translating vision and strategy into optimal organizational performance

People
Creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. It also includes the leader’s responsibility to understand his or her impact on others and to improve his or her capabilities, as well as the capabilities of others
A Different Perspective on the Previous Three Conceptual Areas

- **Planning, goal-setting, evaluation, reporting**
  - Leadership recognition
  - Accomplishments
  - People
  - Transformation abilities

- **Library/consortium**
  - Organizational culture
  - Judgment calls
  - Results—a learning organization
  - Teams or group performance
  - Followers
  - Effectiveness
  - Accountability
  - Setting
  - Virtual
  - Physical

- **Engagement beyond library— with stakeholders**
  - Creation of shared vision
  - Partnerships (campus, other libraries)
  - Student outcomes/student learning outcomes
  - Meeting customer needs and expectations
  - Transparency
  - Explaining

- **Talent management**
  - Directors, including interim directors
  - Senior management team
  - Other managers
  - Professional/support staff
  - Power
  - Responsibilities
  - Rules
  - Stress
  - Styles/theories
  - Traits

- **Meet challenges**
  - Develop as leaders and change agents
  - Deal with uncertainty, stress, and burnout
  - Engage in mentoring

Peter Hernon
Image of a Widely Recognized Leader

What leadership traits—skills and abilities—come to mind?
Key Traits

- **Self-awareness**
  - Listen and delegate

- **Social awareness**
  - Attract
  - Build
  - Promote
  - Retain

- **Self-management**
  - Ask the right questions
  - Judgment
  - Build confidence of others

- **Manage relationship with others**
  - Trust
  - Ability to function in a political setting
  - Able to deal with stakeholders (on their terms)
  - Evidence gathering
  - Accountability and outcomes
Recasting the Leadership Traits

Navigate the Self
Navigate Communities
Navigate Organizations

Source: Public Library Association, Strategic Leadership Session, Chicago, July 10, 2009
The Three Areas

- **Navigate Communities**
  - Ability to
    - work with and through others
    - build and leverage relationships
    - Understand and communicate from the customer’s perspective
  - Deliver impact and results based on a vision
The Three Areas (continued)

- Navigate the Self

  - Acting with integrity/self-awareness: making communities better through service to all/acting for the common good, respect and understanding for individuals, aligning what I think with what I say and do
The Three Areas (continued)

- Navigate Organizations
  - Discovery, taking risks, seizing opportunities
  - Cross cutting abilities
    - [Change competence, anticipate and lead]
    - Recognize and grow potential in others
<table>
<thead>
<tr>
<th>Know Theories--Examples</th>
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<tbody>
<tr>
<td><strong>Transformational leadership</strong></td>
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<td><strong>Situational leadership</strong></td>
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<td><strong>Adaptive leadership</strong></td>
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<td><strong>Authentic leadership</strong></td>
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<td><strong>Path-goal</strong></td>
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<td><strong>Emotional intelligence</strong></td>
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Another Theory

- Resonant leadership
- Coping with stress

- Renewal
  - Mindlessness (moment-to-moment awareness)
  - Hope
  - Compassion
Team Leadership

- Effectiveness = Results + socialization + professional growth

J. Richard Hackman
Some Barriers to Effective Teams

- Ineffective Team Leadership Behavior
  - Lack of leadership skills and abilities
  - Insufficient intervention
  - Reluctance to confront issues
  - Lack of commitment to “shared” leadership

- Lack of Teaming
  - Lack of
    - Trust
    - Group identity
    - Harmony – friction – group conflict

- Lack of Accountability
  - Lack of periodic review
  - Lack of regular reporting to management
Conclusion
People can be both leaders and followers

Leaders (role models) who

- Create compelling visions that guide worker actions
- Challenge the status quo
- Work well with others
- Motivate (influence) others to be successful—achieve substantial goals
Leadership is not a linear or static process

Setting a vision → advancing the organization

Leadership

- Is complex
- Involves challenges and coping with problems and opportunities → forward thinking
- Occurs in a context—situations—and that context shifts
Questions

Questions