Leadership Strategies for Librarians

Louisiana Virtual Academic Conference 2019

Jennifer A. DeVito, Stony Brook University
Claudia McGivney, Adelphi University
Violeta Ilik, Columbia University

Leadership skills are for everyone
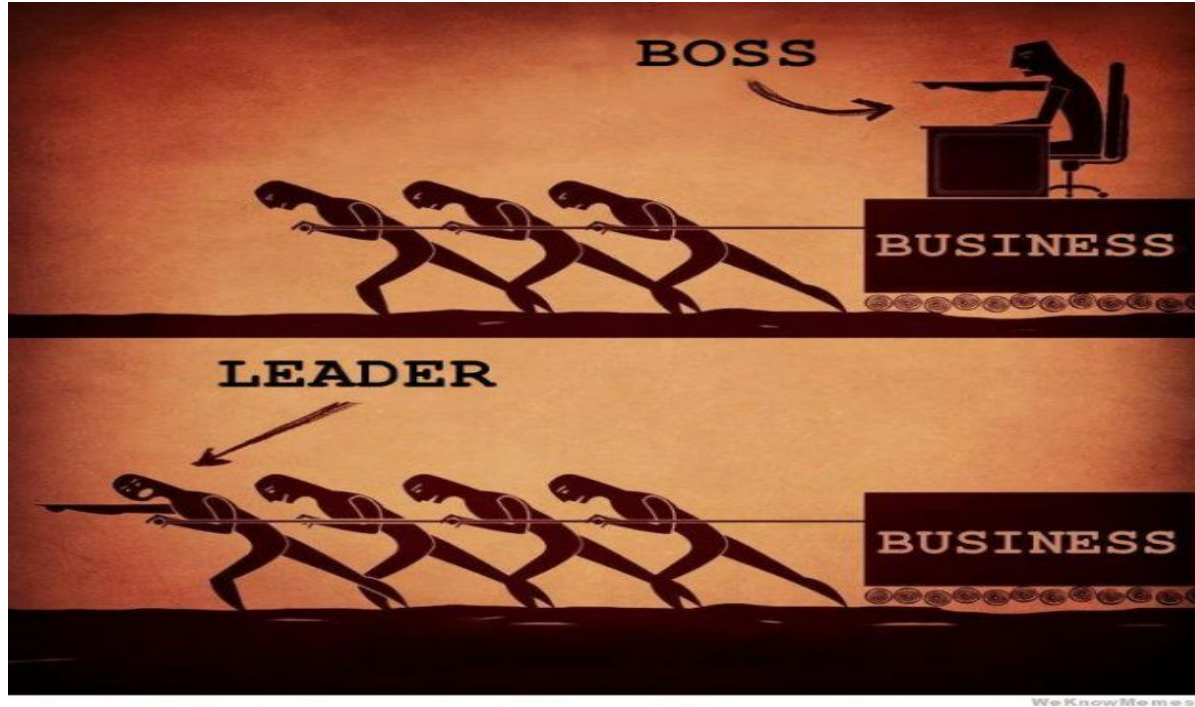

Image courtesy of pixabay.com

What is leadership?

"Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal."

-Kevin Kruse, author/entrepreneur

Leading vs. Managing

What leadership skills can you develop and use regardless of your position in the organization?

https://www.inc.com/marcel-schwantes/the-difference-between-a-good-leader-and-a-bad-leader-according-to-this-viral-in.html

Strategies for leading

- ❏ Set goals and priorities as a team
- ❏ Be visible - participate in meetings, help at events
- ❏ Facilitate communication with regular meetings, emails
- ❏ Provide feedback
- ❏ Work with people from other areas

Lockaby, D. C. Managing the performance of people who do not report to you. *Middle Management in Academic and Public Libraries,* 2011, p. 39-52

Being the leader you'd like to have

Some core competencies:

- Flexibility; willinging to accept & manage change
- Strategic planning
- Cultural competence
- Advocacy
- Ability to prioritize, manage time, & multi-task
- Innovation & collaboration
- Self-awareness, self-knowledge, emotional intelligence (reflective practice)
- Decision-making and problem-solving ability
- Knowledge of library trends
- Influence

Bugg, K. (2016). Creating the leadership you seek: Five leadership development activities that will cultivate leadership from within your library. *College & Research Libraries News*, 77(10), 492-495. doi:https://doi.org/10.5860/crln.77.10.9569

Kotter's 8 steps to transformation

1. Establish a sense of urgency
2. Forming a powerful guiding coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short-term wins
7. Consolidating improvements and producing still more change
8. Institutionalizing new approaches

Kotter, J. P., Leading Change: Why transformation efforts fail. *On Change Management*, 2011.

Mentorship

Identify what you're seeking from the mentor relationship:

Guidance, experience

Problem-solving, setting goals

Institutional history, connections, coalition building

Developing a skill-set, management skills, leadership training

Work-life balance

Mentorship

Looking for mentors:

Identify individuals who are successful in an area you are seeking to grow

Seek out individuals willing to communicate successes as well as failures

Consider individuals outside your department, institution, or field

Make certain they can invest the time

Mentorship

Be a mentor:

Share your knowledge, experience and expertise

Partner with library staff or admin who are looking for opportunities to grow

LIS or graduate students, experiential learning programs

Mentoring Resources

**Connect through professional organizations:**

ALA Mentoring Opportunities
http://www.ala.org/educationcareers/mentoring-opportunities

LLAMA Mentoring Program
http://www.ala.org/llama/llama-mentoring-program

Check for local & internal opportunities:

Librarians Association of the University of California, Staff Mentorship Program
http://www.lib.berkeley.edu/LAUC/diversity/staff-mentorship

Mentoring Resources

Lowe-Wincentsen, D. (2017). *Beyond mentoring: A
guide for librarians and information
professionals*.

Beyond Mentoring
A Guide for Librarians and
Information Professionals

Dawn Lowe-Wincentsen
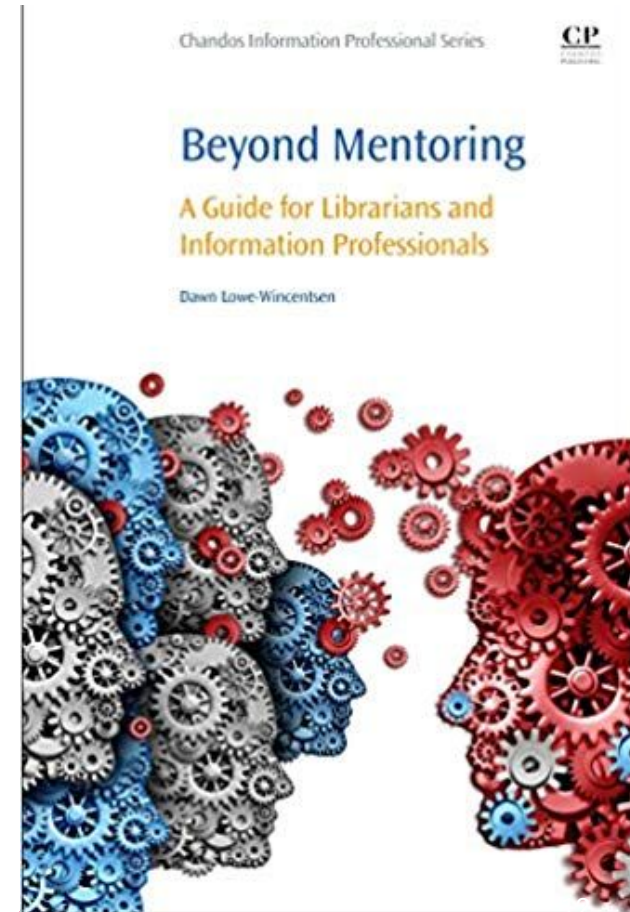
Reflective Practice

     The practice of critically examining your own experiences to assess and improve. You're looking at what happened in the past and why it might have happened. You are also reflecting on your current circumstances and assessing them. Finally you are using this knowledge to set goals or plan for how you might develop and improve moving forward.

Reflective Practice

LLAMA's 14 Foundational Competencies

Communication skills

Change management

Team building (personnel)

Collaboration and partnerships

Emotional intelligence

Problem solving

Evidence-based decision making

Conflict resolution (personnel)

Budget creation and presentation

Forward thinking

Critical thinking

Ethics

Project management

Marketing and advocacy

Communication Skills

"A leader effectively employs a wide range of well-developed verbal, non-verbal and written communication methods to interact with employees and stakeholders, conveying information clearly and efficiently and using active listening for consistent, mutual understanding."

Reflective Practice: lead dialogically rather than reactively.

Emotional Intelligence

"A leader is effective in understanding and improving the way he or she perceives and manages his or her own and other people's emotions, applying concepts such as self-awareness, self-regulation, motivation, empathy, and social skills to inform interpersonal interactions."

Reflective Practice: lead with empathy, consider the views of others, how would you change your actions or reaction? Increase your self-awareness.

Critical Thinking

"A leader applies critical thinking, which implies a high level of understanding, the ability to break a problem down into its constituent parts, and the skills to effectively analyze and assess the issues, to their library's challenges to identify and implement solutions."

Reflective Practice: learning from experience. Examine a situation, develop insight and evaluate future action.

Forward Thinking

"A leader maintains an understanding of important trends and developments in the library landscape, and uses that understanding to position their library to take advantage of opportunities as they arise, moving the library forward from a position of strength."

Reflective Practice: continual improvement. Identify what has worked, what currently works, and what might not have worked -- use this to develop your future action plan.

LLAMA's 14 Foundational Competencies

Communication skills

Change management

Team building (personnel)

Collaboration and partnerships

Emotional intelligence

Problem solving

Evidence-based decision making

Conflict resolution (personnel)

Budget creation and presentation

Forward thinking

Critical thinking

Ethics

Project management

Marketing and advocacy

Change management

Clearly define the change and align it to your organization's goals

Determine who will be most impacted

Develop a communication strategy

Provide training and a learning plan

Implement a support structure

Measure your progress

DeEtta Jones

Team building (personnel)

EQUALITY VERSUS EQUITY

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

A picture illustrating the concepts of equality, equity and justice. Courtesy of Courtesy Advancing Equity and Inclusion: A Guide for Municipalities, by City for All Women Initiative (CAWI), Ottawa

Equity, Diversity, Inclusion

- Hiring
- Onboarding
- Motivation
- Coaching
- Mentoring

Evidence-based decision making

Topic — Divergent Zone — Convergent Zone — Closure — Decision Point
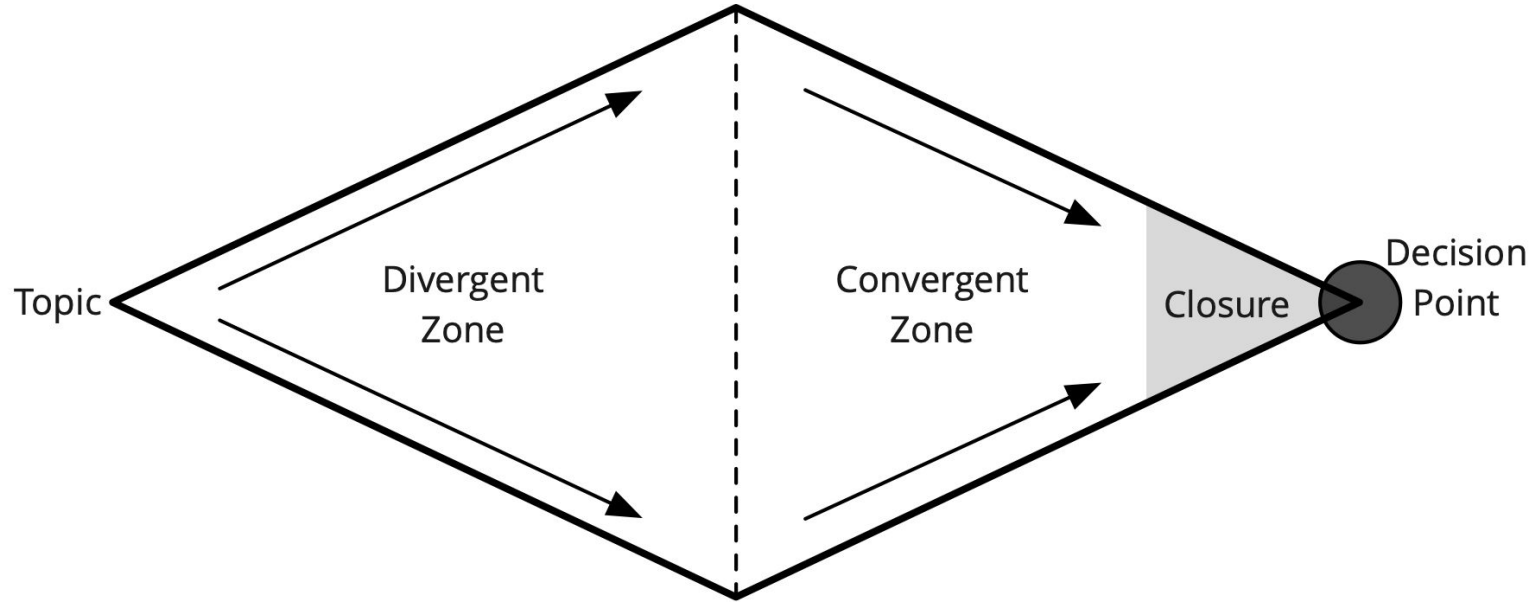
"Facilitator's Guide to Participatory Decision-making" by Sam Kaner et al. (1998)

Project management

https://pixabay.com/photo-2889557/
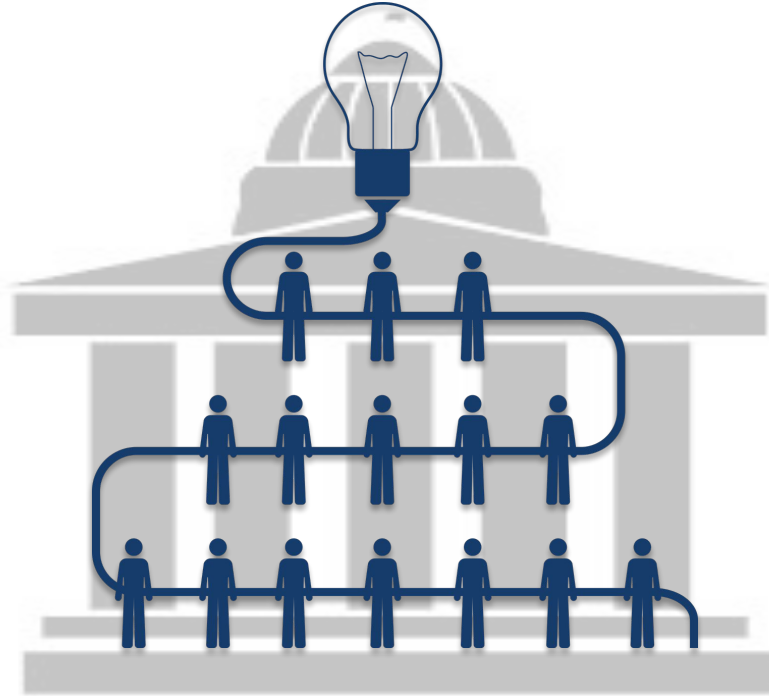
Communication is everything

The great enemy of communication, we find, is the illusion of it.

William H. Whyte

Conclusion

Thank you.

Louisiana Virtual Academic Conference 2019

CONTACT US

Jennifer A. DeVito jennifer.a.devito@stonybrook.edu
Claudia McGivney cmcgivney@adelphi.edu
Violeta Ilik vi2143@columbia.edu