
Be a Leader not a Follower!

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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

- ❑ Source: April 2009,
<http://www.getdegrees.com/articles/career-resources/top-ten-reasons-to-be-a-librarian/>

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.”
 - Westley, F. & Mintzberg, H. (1989). Visionary leadership and strategic management. *Strategic Management Journal*, 10, 17-32.

Truisms

- Leadership

- need not be positive

- Ineffective, negative or bad, destructive leadership

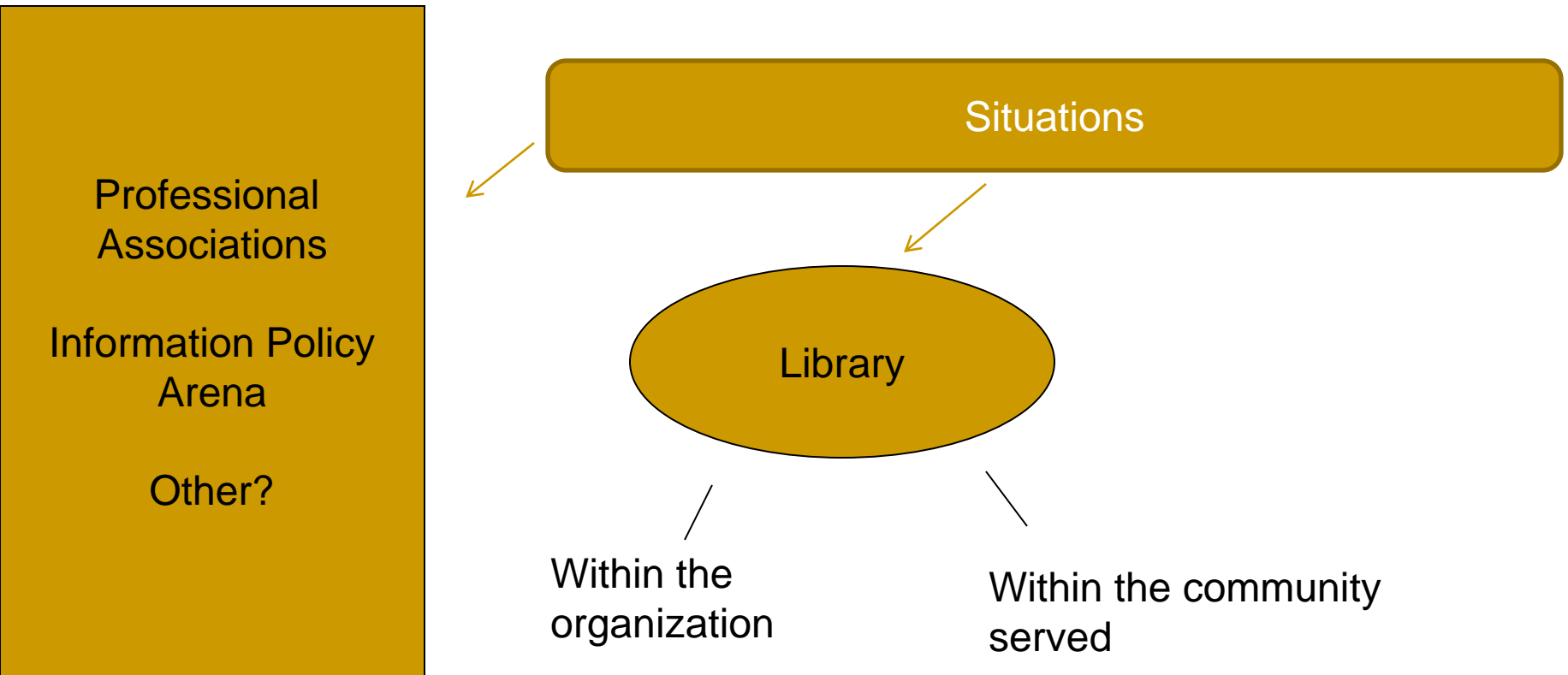
- does not automatically result from being in a certain position--as director or dean

- 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?
- } **Action plan
and feedback
to point 1**

Leadership Occurs in Situations...



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

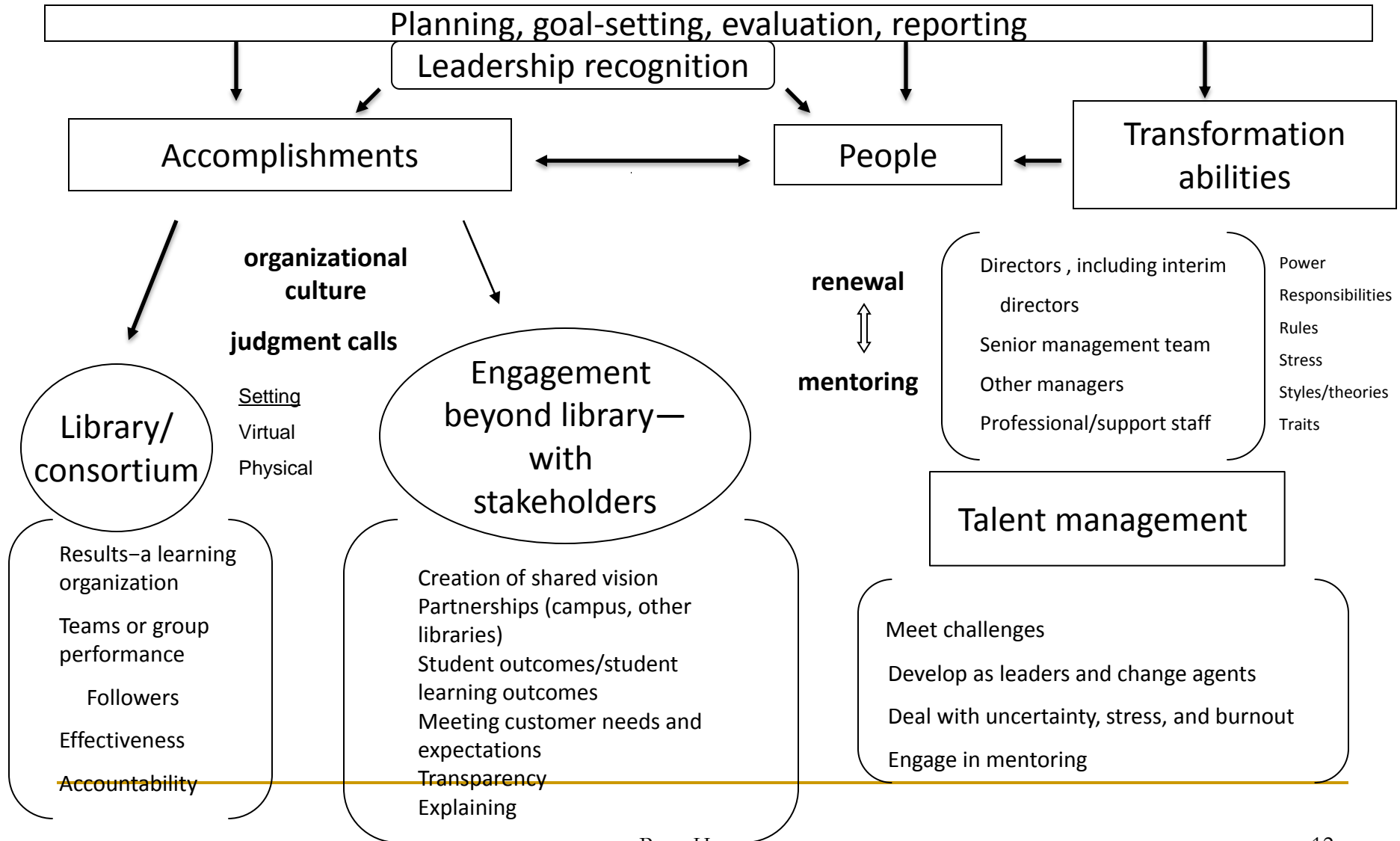


Image of a Widely Recognized Leader



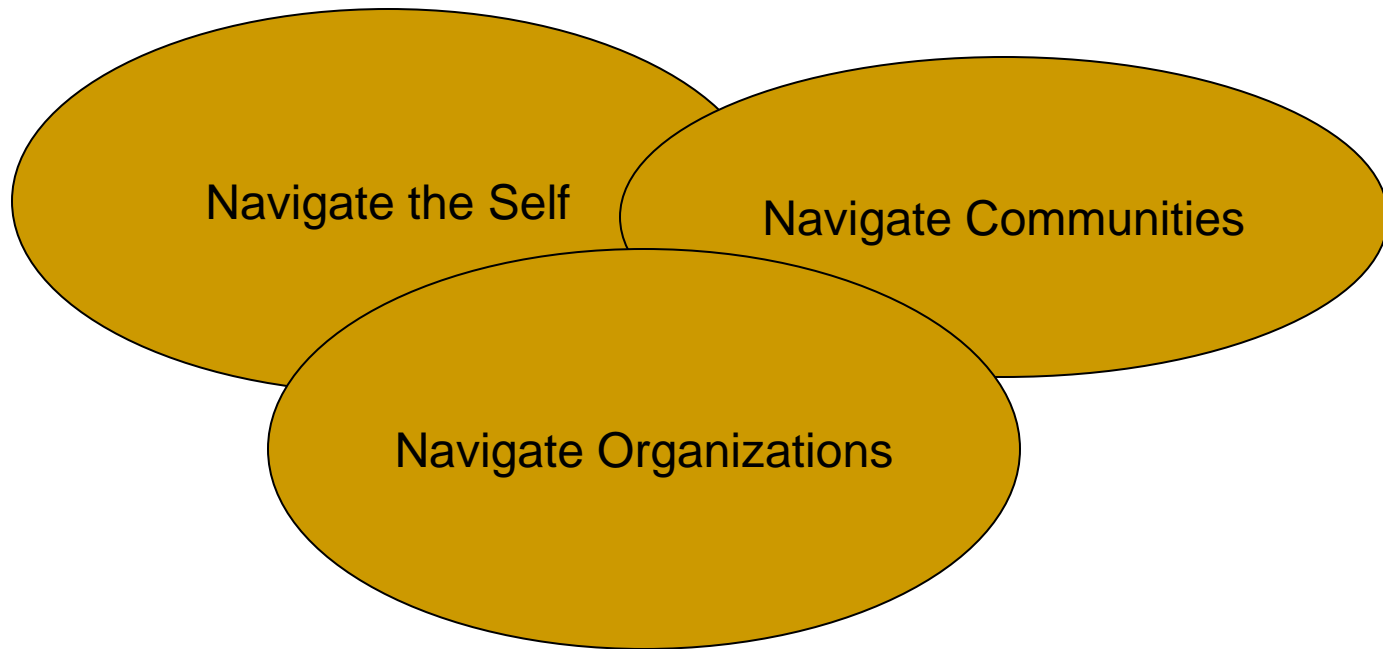
What leadership traits—skills and abilities—come to mind?

Key Traits

- Self-awareness
 - Listen and delegate
- Social awareness
 - Attract
 - Build
 - Promote
 - Retain

Talent
- 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



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
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Know Theories--Examples

Transformational leadership	Two-way relationship: leaders and followers
Situational leadership	Using a leadership style to fit level of follower maturity
Adaptive leadership	Mobilize people to tackle tough challenges and thrive in doing so
Authentic leadership	Knowing, and acting on, what is true and real to you, your team, and organization
Path-goal	Know the needs of subordinates and clear path for them to accomplish organizational goals
Emotional intelligence	Capacity to perceive, assess, and manage the emotions of one's self and of others

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 Accountability
 - Lack of periodic review
 - Lack of regular reporting to management
- Lack of Teaming
 - Lack of
 - Trust
 - Group identity
 - Harmony –friction –group conflict

Conclusion



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- 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
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- 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
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Questions



Questions
