LEAD THE REVOLUTION: LEADING CHANGE BY CHANGING LEADERS

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INTRODUCTIONS

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QUICK INTRODUCTIONS (YOUR TURN)

• Name
• Title
• Library
• What do you hope to learn today?

Hi.

WHAT DO WE HAVE IN COMMON?

I have been camping in the last 12 months.
WHAT DO WE HAVE IN COMMON?

I read more than 12 books last year.
WHAT DO WE HAVE IN COMMON?

I am left-handed.
WHAT DO WE HAVE IN COMMON?

I have jumped out of an airplane.
WHAT DO WE HAVE IN COMMON?

I dislike chocolate cake.
WHAT DO WE HAVE IN COMMON?

I have at least one cat.
WHERE ARE ALL THE LEADERS?

- Leadership industry has exploded over the last thirty years
- A Google search of leadership books returns more than 84 million results
- Leadership has become an industry in which more than $50 billion is spent annually
- However, there is no evidence that leadership in our country and around the world has improved.

-From *The End of Leadership* by Barbara Kellerman, 2012
WHY ARE WE HERE?

- Many leadership programs are in the business of creating “super leaders”
  - Leaders who go out on their own and by sheer will and charisma lead organizations to success

- This is unlikely or impossible for most people and organizations.

- We believe organizations and leaders are successful when they encourage everyone to be fully engaged and to be their best self at work.
WHY A REVOLUTION?

- When was the last time there was more upheaval in libraries than the current decade?
- What are the current disruptors for your public libraries right now?
- Are we leading well in disruptive times?
THE LIBRARY LEADERSHIP REVOLUTION

We need:

1) Healthy organizations
2) Support for emergent leadership
3) To encourage everyone to be a fully engaged organizational citizen and remarkable employee
4) To empower managerial leaders

The more fully engaged the library staff, the healthier the organization. The healthier the organization, the greater the capacity for success.
A HEALTHY ORGANIZATION:

• Successfully carries out its mission
• Continuously evaluates and improves
• Is financially sustainable and fiscally responsible
• Operates ethically and transparently
• Maintains a supportive and respectful culture in which employees are willing and able to perform at their highest level
PART I: LEADERS AND LEADERSHIP
MANAGERIAL LEADERSHIP

- Where the skills, abilities, and activities of management and leadership overlap
- It “refers to that activity in which managers help an organization establish and achieve its purpose and direction.”

  - Peter Hernon (2010) *Shaping the future: Advancing the understanding of leadership*
A DEFINITION OF LEADERSHIP

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”

-Peter Northouse (2014) *Leadership: Theory and Practice*

- Leadership is a process
- Leadership involves influencing others
- Leadership happens in the context of a group
- Leadership involves reaching a goal
- Goals are shared by both leaders and followers
DUCK, DUCK, LEADER

Think about your current library system. Write down the name of one of the leaders of your organization.

- Why did you choose that name?
- What skills or qualities do you think allow him or her to be a successful leader?
- Title?
- Charismatic? (style)
- Direct supervisor?

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EMERGENT LEADERSHIP

- Emergent leaders are not appointed or elected – they emerge over time through interactions with the group

- “When faced with a problem and you’re a member of a team, do you, at the appropriate time, step in and lead. And just as critically, do you step back and stop leading, do you let someone else? Because what’s critical to be an effective leader in this environment is you have to willing to relinquish power.”

-Laszlo Bock (Google)


EMERGENT LEADERSHIP

- You don’t have to be a “born leader” to lead.
- You don’t have to have a title to lead.
- You don’t have to lead all the time.
- You don’t have to follow all the time.

“In order for large groups to govern themselves effectively, some must be willing to be leaders, others must be willing to be followers, and the majority must be willing to go along with this arrangement.

-Robert Michels

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DUCK, DUCK, EMERGENT LEADER

Think again about your library system. Who is the first person you think of as an emergent leader? What qualities make him or her an emergent leader?

- Is it a different name than before?
- Why did you choose that name?
- What skills or qualities do you think allow him or her to be a successful leader?
EMERGENT LEADERS

- Are continuously learning
- Successfully navigate moving in and out of leadership roles
- Can see the big picture and solve problems successfully and creatively
- Are good at collaborating with others and have strong social awareness
- Maintain humility

- Stuart R. Levine “The Skills Required for Emergent Leadership”
ENCOURAGING EMERGENT LEADERSHIP

What are some of the ways that managerial leaders (you!) can support emergent leadership in your organizations?
HOW TO SUPPORT EMERGENT LEADERS

- Listen - create opportunities for multidirectional communication
- Be consistent, fair, and predictable – set the parameters and turn people loose
- Encourage staff to be remarkable (more on this later)
- Share power and information generously
- Create an environment in which everyone has the freedom to make some choices about their activities
- Encourage colleagues to interact with and help each other
- Involve staff in decision-making; give them the time and resources to keep up with organizational news, stay current on professional trends, and become involved on committees and taskforces
- Foster a sense of ownership and responsibility
QUICK NOTE ON THE P WORD

What do you think about when you think about power?
POWER

“Power is the capacity to influence others to bring about desired outcomes.”

- From *Cases in Leadership* (2012)

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PART II: THE HEALTHY ORGANIZATION
REMARKABLE EMPLOYEES

- Identify the person who you think is your best employee. (If you are not a supervisor, who is a person you would identify as a great colleague?)

  - What do they do or what skills do they have that make them stand out?
ORGANIZATIONAL CITIZENSHIP BEHAVIOR

- Behaviors focused on creating more effective relationships, not more effective task completion

- “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.”

- Going above and beyond
SIX ASPECTS OF OCB

1) **Altruism/Helping**: e.g., voluntarily helping a colleague or patron in need of assistance

2) **Compliance/Conscientiousness**: e.g., adhering to the spirit as well as the letter of the law

3) **Sportsmanship**: e.g., tolerating trivial inconveniences without complaint

4) **Courtesy**: e.g., consulting with others before taking action

5) **Civic Virtue**: e.g., keeping up with matters that affect the organization

6) **Organizational Loyalty**: e.g., promoting the organization to outsiders

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IMPACT

- Reduces staff turnover
- Increases staff and managerial productivity
- Increases customer satisfaction
- Reduces costs
- Encourages innovation and taking initiative
HOW TO ENCOURAGE OCB

Hire, train, and be excellent supervisors

- **Select managerial leaders carefully!**
- Role model the behaviors you want to see
- Exhibit genuine interest in employees
- Show appreciate for extra effort
- Consider the goals and values and opinions of individual employees
- Provide assistance when employees need it
- Make the job as interesting as possible
- Provide regular feedback

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HOW TO ENCOURAGE OCB

- Select employees who are pre-disposed to exhibit OCB
  - **Pro-social**: individuals who are concerned with the rights, feelings, and welfare of others.
  - **Positive affect**: individuals who typically feel positive, enthusiastic, and determined.
  - **Proactive personality**: individuals who take the initiative to influence their environment.
PERCEIVED ORGANIZATIONAL SUPPORT

- Fair pay and benefits
- Provide aid to perform the job
- Fairly reward and recognize increases in work effort
- **Intangible benefits:**
  - Recognition, supervisory consideration, group status, informal privileges.
- **Tangible benefits:**
  - Increases in pay and benefits
CULTURE

- Establish and maintain a workplace culture that values good organizational citizens.
PART III: THE MANAGERIAL LEADER
THREE TIPS FOR MANAGERIAL LEADERS

1) Eat that frog.
THREE TIPS FOR MANAGERIAL LEADERS

2) The power of full engagement

THREE TIPS FOR MANAGERIAL LEADERS

3) Authenticity

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LEAD, DON’T MANAGE CHANGE

1) Increase urgency
2) Build the guiding team
3) Get the vision right
4) Communicate for buy-in
5) Empower action
6) Create short-term wins
7) Don’t let-up
8) Make change stick
   - John Kotter
MANAGING TRANSITIONS – THREE PHASES

1) Ending, Losing, Letting Go
2) The Neutral Zone
3) The New Beginning
   - William Bridges (2009) *Managing Transitions*
THE ORGANIZATIONAL LIFE CYCLE

1) Dreaming The Dream
2) Launching The Venture
3) Getting Organized
4) Making It
5) Becoming an Institution
6) Closing In
7) Dying

-Managing Transitions
WIDEN THE LENS – READING LIST

1) ICMA (International City/County Management Association) Smartbrief:
   http://www2.smartbrief.com/getLast.action?mode=sample&b=icma

2) Harvard Business Review- Free Email Newsletters
   https://email.hbr.org/preference-center


2) Leadership: Theory and Practice (2013) Peter Northhouse

3) The End of Leadership (2012) Barbara Kellerman


7) Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion (2005) Richard Boyatzis and Annie McKee

I WILL....

MAKING A PERSONAL COMMITMENT TO GROWTH
QUESTIONS?
THANK YOU!

CONTACT US

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