Leading From the Middle: Why Not Start Today?

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Session Overview
- Leader Characteristics
- Leaders vs Managers
- Middle Leadership – Who are They?
- Purging of our Pet Peeves
- Change – OMG! From Change to Vision
- Strategies to Make A Difference
- Leadership Plan Development

Leader Characteristics
- Think about a leader or leaders that you admire.
- List 3-5 characteristics on your index card that make that person(s) a good leader.
- Compare your list with your neighbor.
- Reflect: Of the characteristics that you and your neighbor have identified, which ones describe you as well. Star them!

OLSSI Leader Characteristics

Leaders
- Provides/promotes vision
- Works with people
- Thinks long-term
- Sees within a larger context
- Pushes boundaries
- Emphasizes intangibles
- Relies on intuition
- Invests power in others
- Sees themselves as change agents

Managers
- Operationalizes the vision
- Works with processes
- Gets things done
- Focuses on day-to-day tactical activities
- Manages activities of others
- Knows the leaders priorities
- Supports the vision
- Receives their authority because of their role

Leaders and Managers

Who are the Leaders in the Middle?
- Students and Employees without supervisory responsibilities
- Student Supervisors
- Unit Heads
- Department Heads
- Others?
Purging Our Pet Peeves

- Think about a leader or leaders that you DO NOT admire.
- List 3-5 characteristics on your index card that make that person(s) a poor leader.
- Compare your list with your neighbor.
- Reflect: Of the characteristics that you and your neighbor have identified, which ones describe you as well. Place an unhappy face beside them! 😞

Change – OMG!

- A story about change.
From Change to Vision

- "Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world." — Joel Barker from Discovering the Future: The Power of Vision.
- Resistance protects the resister.
- Negative thinking manifests in reality.
- People react differently to change.
- Use this knowledge constructively to help groups / individuals.

Who Can Make a Difference?

- "Never doubt that a small group of thoughtful, committed citizens can change the world, indeed it's the only thing that ever has." — Margaret Mead

Leading From the Middle: Strategies to Make a Difference

- Recognize Others Before Yourself
- Be Courageous: Challenge with Respect
- Participate
- Provide Feedback
- Follow Through
- Practice Persistence
- Keep a Sense of Humor
- Be Present

More Strategies

- Choose Your Attitude / Accept the Consequences
- Be Dependable
- Listen, then Respond
- Keep a Sense of Humor
- Be Reflective
- Develop a Personal Support System
- Balance Work Life and Home Life
- Stay Healthy in Body, Mind and Spirit
Final Strategies Towards Leadership

- Be Willing to Take Risks.
- Focus on Solutions and Not Problems.
- Embrace Enthusiasm and Energy in Order to Move Forward.
- Be Aware that Your Security as a Leader Comes from Within not Externally.

Leadership Plan

- By attending this session, you have taken the first steps towards participating more fully in the leadership of your library.
- On one side of a 3 x 5 card list 3-5 opportunities for leadership that affect your job, unit, department or library.
- Draw a dividing line on the back of a 3 x 5 card.
- List 3-5 leader characteristics you plan to practice and exhibit to advance those opportunities.
- List 3-5 strategies you plan to follow to help lead your organization towards its vision (related to your identified opportunities).
- Place the card in an envelope, seal it and write your name and address on the envelope.

Leadership Inventories

Examine Yourself

- Your Leadership Legacy -
  http://www.yourleadershiplegacy.com/assessment.htm
- Human Metrics Myers-Briggs Typology -
- The Big 5 Personality Test -
  http://www.outofervice.com/bigfive/results/lo=90008c=64.000a=95.000a2=6.000a3=43.000a4=4.708a5=4.758a6=2.568a7=3.008a2=65.000a2=95.000a2=22.008a2=69.008a2=90.00

Book Resources

- The Art of Possibility - Rosamund & Ben Zander
- Getting Things Done When You Are Not in Charge - Geoffrey M. Bellman
- Smart Moves: 14 Ways to Keep, Any Boss Happy, 8 ways to Start Meetings on Time, and 1600 More Tips to Get the Best from yourself and the People Around You - Sam Deep and Lyle Sussman
- The 360 Leader - John Maxwell
- The 21 Indispensable Qualities of a Leader - John Maxwell

Story/Fable Resources

- Fish! A Remarkable Way to Boost Morale and Improve Results - Lundin, Paul and Christensen
- Fish! Tales - Lundin, Paul and Christensen
- Fish! Sticks - Lundin, Paul and Christensen
- Cats: The Nine Lives of Innovation - Lundin
- When Fish Fly: Lessons for Creating a Vital and Energized Workplace - Yokoyama & Michelli
- Our Iceberg is Melting: Changing and Succeeding Under Any Conditions - Kotter

Other Helpful Resources

- Learning to Lead - Davis
- Leading from the Middle - Lubans
- The 21 Irrefutable Laws of Leadership - Maxwell