

## 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	Managers
<ul style="list-style-type: none"> <li>• Provides / promotes vision</li> <li>• Works with people</li> <li>• Thinks long-term</li> <li>• Sees within a larger context</li> <li>• Pushes boundaries</li> <li>• Emphasizes intangibles</li> <li>• Relies on intuition</li> <li>• Invests power in others</li> <li>• Sees themselves as change agents</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalizes the vision</li> <li>• Works with processes</li> <li>• Gets things done</li> <li>• Focuses on day-to-day tactical activities</li> <li>• Manages activities of others</li> <li>• Knows the leaders priorities</li> <li>• Supports the vision</li> <li>• Receives their authority because of their role</li> </ul>

### Leaders and Managers

## Who are the Leaders in the Middle?

- Students and Employees without supervisory responsibilities
- Student Supervisors
- Unit Heads
- Department Heads
- Others?

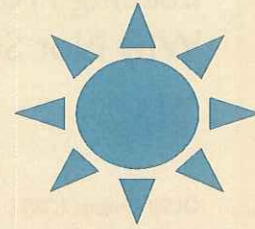
### Purging Our Pet Peeves

- 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! ☹

### Downward Spiraling



### Possibility



### The Art of Possibility - Zander

### Change – OMG!

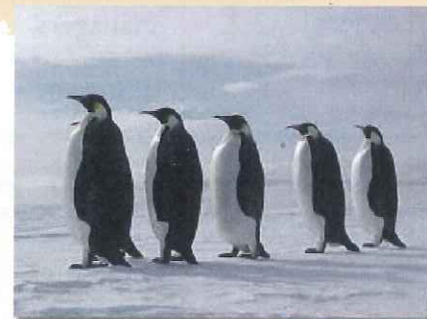
- **Plungers, Followers, Joiners and Wailers: A Lesson from Nature** – Terry Vandercook, Northwest Passages Newsletter, April 1992.
- A story about change.



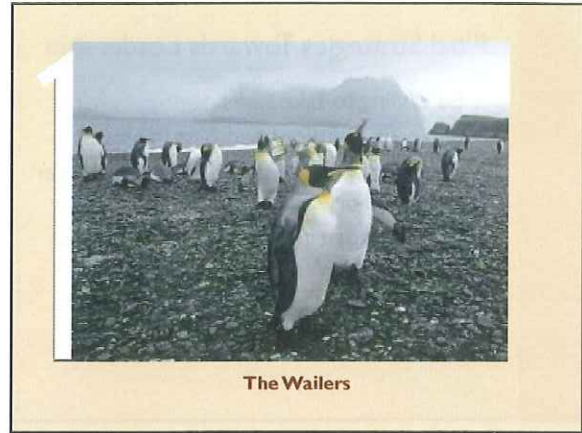
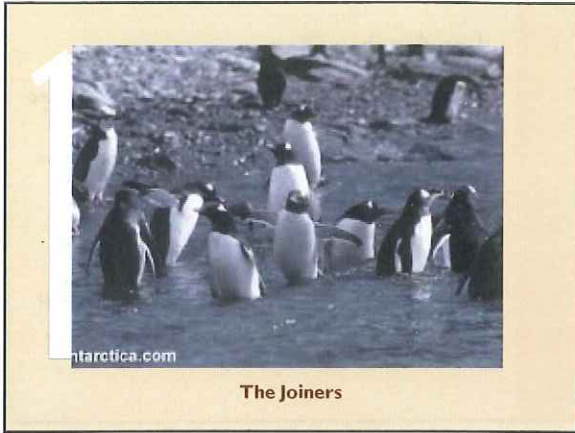
Group of Penguins – Save Their World



The Plungers



The Followers



### 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 martyrdom.
- 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 step 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.html>
- Human Metrics Myers-Briggs Typology- <http://www.humanmetrics.com/cgi-win/JTypes2.asp>
- The Big 5 Personality Test - <http://www.outofservice.com/bigfive/results/?o=90.00&c=64.00&e=95.00&a=6.00&n=43.00&o-row=4.70&c-row=3.67&e-row=4.75&a-row=2.56&n-row=3.00&o2=65.00&c2=95.00&e2=22.00&a2=69.00&n2=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