

Other Duties as Assigned ; Encouraging Leadership Potential with Staff and Volunteers

Ben Hogben

NNYLN – October 27, 2017



What Was Your Favorite Childhood Activity?

Why Leadership?

True or False?

- 1) My library budget regularly sees an increase each year.
- 2) I have all of the staff I need to get our work done.
- 3) Volunteers don't get paid, therefore, they can do tasks that staff do not want to do.

Define the Word Leadership



How many of these adjectives appear in your resume?

Other Duties as Assigned

"In most jobs, there will be situations where you're asked to take on extra tasks or assist in areas outside of your traditional role. Sometimes, this can be good exposure and a great way to build relationships with new people and teams."

<https://www.themuse.com/advice/seriously-4-ways-to-handle-other-duties-as-assigned>

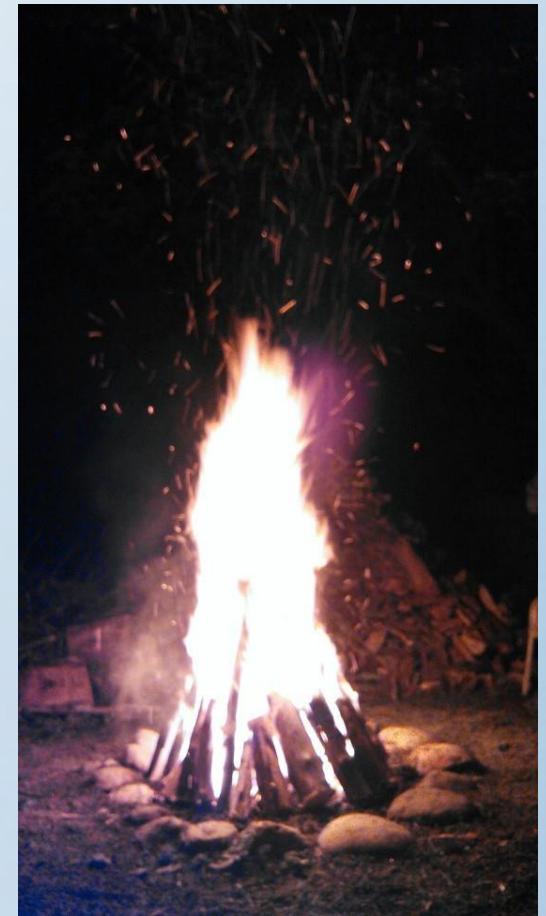
Creating Leaders

- Someone believed in me or saw potential that I hadn't realized yet.
- I had support when I failed.
- I had role models.
- I was part of a team where I had a chance to lead.

Leadership Qualities

- Calmness during a crisis
- Emotional intelligence for self-awareness
- Transparent communication having presence

- http://lj.libraryjournal.com/2017/06/opinion/leading-from-the-library/inspirational-leaders-inspire-others-to-make-a-difference-leading-from-the-library/#_



Leaders and Problem Solving

Those who identify problems before they occur.

Those who identify and **correct** problems before they occur.

Hogben, B.

Modeling and Role Modeling

“The social learning theory claims that people learn through observing, imitating, and modeling.” – Albert Bandura



Leadership Question

Do effective leaders serve themselves, or do they serve others?

“Ultimately, a leader is not judged so much by how well he or she leads, But by how well or she serves.” – Cashman, K. : Leadership from the Inside Out (1998): Leadersource

Subordinate Versus Colleague

Subordinate: placed in or occupying a lower class, rank, or position :inferior

Colleague : an associate or coworker typically in a profession or in a civil or ecclesiastical office and often of similar rank or state

<https://www.merriam-webster.com/dictionary>

Volunteers

Work for free.....

Learning Outcomes for Volunteers

- Communication skills
- Customer service skills
- Leadership/supervisory skills
- Technology (e.g. scanning, editing, spreadsheets)



Volunteer Firefighters

In 2015 there were approximately
814,850 volunteer firefighters in the
U.S.

<http://www.nfpa.org/news-and-research/fire-statistics-and-reports/fire-statistics/the-fire-service/administration/us-fire-department-profile>



“Almost 8,000 jobs in UK libraries have disappeared in six years. Over the same period, some 15,500 volunteers have been recruited and 343 libraries have closed, leading to fears over the future of the profession.”

<http://www.bbc.com/news/uk-england-35707956>

<http://registerguard.com/rg/news/local/35434273-75/closures-come-for-libraries-around-douglas-county-public-library-in-roseburg-closes-may-31.html.csp>

Communication Tools

Say “no” without saying no-

I would really like to help with that project, however,
my schedule won’t allow at this time.

I will have to give that some consideration. I will let you know in
a week if that is something I am able to do.

That is something that I would not be able to devote time to;
whom else could you ask?

Communication Tools – Part II

How was your day?

Open versus closed ended questions



Are you familiar with Microsoft Office?

Do you prefer to work alone or in teams?

Are there any projects that you are particularly proud of?

Communication Tools – Part III

The “Medium” approach to validation.



- This sounds like a very difficult situation.
- I'm hearing that this has had a negative impact on you.
- I can understand how this may be difficult to dealt with.
- What would help to improve this situation?

Diversity and Leadership

“We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion.”

— Max de Pree – Former CEO of Herman Miller

<https://www.psychologytoday.com/blog/communication-success/201401/12-empowering-and-uplifting-quotes-diversity-inclusion>

Transformational Leadership

“Transformational leadership involves four factors: idealized influence, inspirational motivation, intellectual stimulation and individual consideration.”

Kendrick, James "Skipper". Professional Safety; Des Plaines Vol. 56, Iss. 11, (Nov 2011): 14.

- * Idealized influence is founded on trust. An individual must exhibit high moral and ethical standards. These are the foundations that begin the bond between leaders and followers.
- * Inspirational motivation is the ability to help followers see clearly what is the right thing to do. It creates the drive for shared goals and visions.

Kendrick, James "Skipper". Professional Safety; Des Plaines Vol. 56, Iss. 11, (Nov 2011): 14.

- Intellectual stimulation also challenges the follower to question basic assumptions and to generate a more creative solution to problems. "This is the way we've always done it" is definitely not in the vocabulary.
- * Individual consideration treats each follower as a unique contributor and provides coaching, mentoring, feedback and growth opportunities.

Kendrick, James "Skipper". Professional Safety; Des Plaines Vol. 56, Iss. 11, (Nov 2011): 14.

Programming

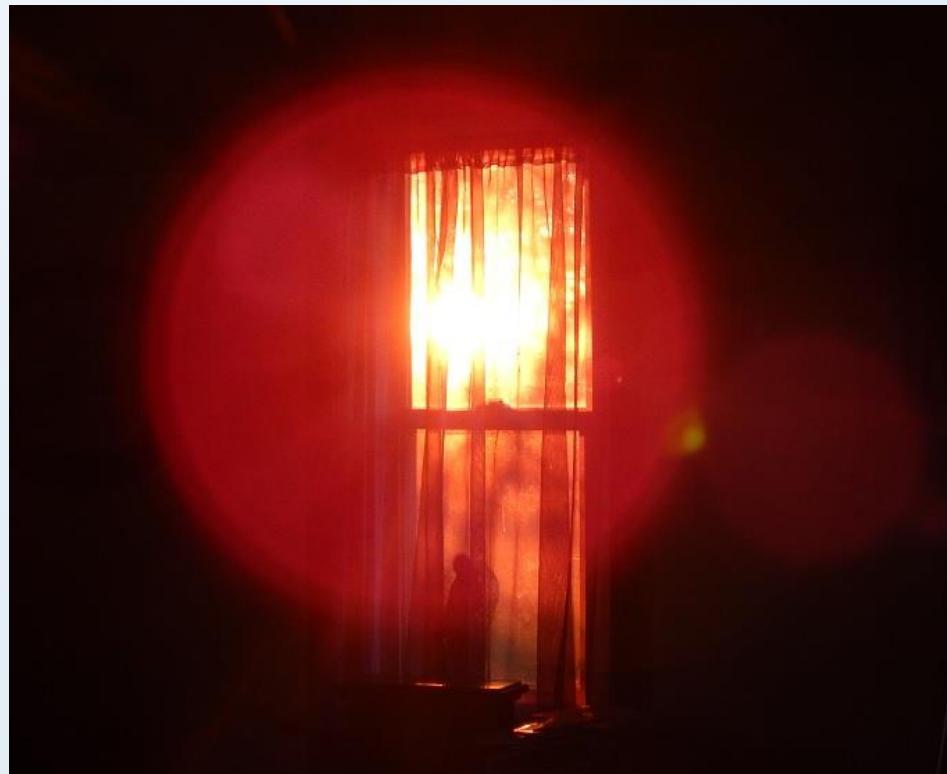
“Thoughts we are trained to believe about ourselves and the world, even though they may not be true.”

Ahlquist, Diane (2008) The Law of Attraction : Penguin Group



Personal Power versus Synergy

How and where does synergy come from?



MBTI and Leadership

Katherine Briggs and Isabel Briggs-Meyers

Information is received, processed and decisions made based on preferences.

Leading Personality Types

People often receive and process information, and make decisions based on **their** personality type, not ours.

Extroverts - Speak–think–speak

- Communicate energy and enthusiasm
 - Respond quickly
 - Seek opportunities to communicate with groups
 - Talk out loud to build ideas
-
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Introverts

Think–speak–think

- Keep energy and enthusiasm inside
- Pause and reflect before responding
- Prefer written over face to face communication
- Thoroughly consider ideas, thoughts and impressions

Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Sensors

- Like evidence, facts details and examples
- Want practical and realistic applications shown with relationships clearly explained
- Use and orderly step by step process
- Follow the agenda in meetings

Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Intuitives

- Consider future possibilities and challenges
 - Use insights and imagination as information
 - Refer to general concepts
 - Rely on a gut feeling
-
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Thinking

- Prefer to be brief and concise
 - Want the pros and cons of each alternative to be listed
 - Can be intellectually critical and objective
 - Present goals and objectives first
 - Emotions and feelings are secondary data
-
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Feeling

- Prefer to be personable and in agreement
- Want to show impact on people and values
- Consider logic and objectivity as secondary data
- In meetings, seek involvement with people first
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Judging

- Agree on schedule, time-tables and deadlines
 - Dislike surprises
 - Expect others to follow through
 - State their positions and decisions are final
 - Focus on purpose and direction
-
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

Perceiving

- Resist tight deadlines
 - Enjoy surprises and adapt to last-minute changes
 - Expect others to respond to situational requirements
 - Want to hear about options and opportunities
 - Autonomy and flexibility
-
- Hirsh, Sandra Krebs abd Jean M. Kummerow (1998) Introduction to Type in Organizations : CPP

The Working Agreement

“A team without a working agreement is like a piece of equipment without a manual.”

<https://www.uvm.edu/extension/community/buildingcapacity/pdfs/creating-capacity/working-agreements-defined.pdf>



As a student employee of the Ithaca College Library, library staff strives to create a positive, safe, work environment where communication, respect and trust are encouraged. The following is a working agreement between library staff and a student employee. Library staff will:

- Be available to talk with if you are struggling with job or other issues that may affect work
- Apply work-related policies consistently
- “Check in” with you at each shift
- Work with you to solve problems
- Provide clarification when something written or spoken is not clear
- Provide feedback to you and ask that you provide feedback to staff
- Help you to turn challenges into opportunities

Change = Stress



- Need to hit bottom, being taken seriously by others, help with details
- Time alone to recharge, lighten usual schedule
- Reflect on personal values, take time for fun activities, talk to close friends, focus on what is right rather than what is wrong
- Ignore or disengage from the situation, take time alone to recover and regroup, receive validation from others that the situation is indeed stressful
- Someone to talk to, reframe the situation, refocus energy, emotional support from trusted sources
- Talk it through with a neutral person, withdraw/spend time alone, join a support group

Being Present and Heard in Meetings



Communication Tool

1. Be present – ensure that you're in attendance to the important meetings that involve you.
2. Be prepared – Knowing who will be in attendance, what will be discussed, and what is the expected outcome for each meeting....
3. Don't be afraid to chime in (aka interrupt) – Don't be afraid to voice your opinion second or third time.
4. Be confident, not defensive, with your input – being confident enough to "lean in" at meetings and speak up....
5. Give credit where credit is due to colleagues.

<https://www.payscale.com/career-news/2016/09/5-ways-make-sure-women-heard-meetings>

Let's Practice

The public library in Littletown New York is in danger of closing due to lack of patrons and funds. Please identify roles that you could assign volunteers to turn this challenge into an opportunity.

Dreams Versus Goals

“Most people have an intuitive sense about their purpose in life. Unfortunately, they treat it as a dream and never view it as “practical.”

Cashman, Kevin (1998) Leadership from the Inside Out: LeaderSource

Leadership Notes

SALY

Qualities of leaders

Empathy

Agility

Think strategically – big picture

Objective – goal oriented

Communication

Inspirational

Set a good example

Integrity

Trust

Confidentiality

Refocus

Handles stress well and patient

Transparency

Trusting

Leadership Notes Continued

Coaching tools

Tool – Skill – Awareness – Behavior

Working agreement

Timeline – structure

Start and end the meeting on time

Send the agenda out in advance

Participation

Cell phone policy

Respect differences of opinions

Ask for permission to interrupt

Productive conversation

No side conversations

Consider all possibilities

Keep minutes and send them out within 24 hours

Action items – summary – Who is going to do what

Practice session – Littletown Library

Lack of visibility

Assign volunteers to talk to people about the library – what is good or not good – inform

Develop campaign – bring awareness – Pair it with a community event

Visioning statement

Clear goals - Recruiting – specific skill set – identify the skill sets of the volunteers – demonstrate your value

Library aware of their perceived image – focus groups – survey – users and non-users

Visible campaign

Where does funding come from? Build into campaign.

Story time co-op

Thank you for attending!



Bhogben.wordpress.com

