

Dr. Ken Haycock on "Developing Leaders". Best presentation of the week.

Dr. Ken Haycock spoke about Developing Leaders in the library arena. Surveys reveal that too few librarians are willing to lead. Dr. Haycock warned against getting hung up on definitions, but said that broadly, management is managing details, while leadership is providing direction, motivation and resources to the organization (enabling rather than empowering).

Four **competencies** are necessary for leadership - managing attention for a compelling vision; managing meaning within the culture; managing trust; and managing oneself.

More specific **leadership tasks** include envisioning goals, so you know when you've achieved them; affirming values, which are the deep-seated beliefs that guide the organization; motivating employees; achieving a *workable* unity in the organization; explaining in the language of people affected by your actions; serving as a symbol; and representing a group.

Leadership **skills** include agreement building; networking; non-jurisdictional power; institution building; politics; and communication.

Attributes include an ability to motivate; courage / resolution / steadiness; capacity to win and hold trust; capacity to manage, decide and set priorities; confidence; and a tendency towards ascendance. While all the proceeding may sound general, Ken had other insights. Librarians cannot complain about any issue they are not willing to "put on the table" in front of those who can affect the issue. Mentors are crucial - all people need them no matter where they are in the organization, and those that are changing positions may need more mentors. The best mentors are not always obvious and need not always be in higher positions. Ken spoke about what people need within an organization - security, community, clarity, authority and respect. He equated leaders to those able to provide these things to others in the organization. Leadership also involves self-discipline and self-assessment, taking time to reflect on what has been done and how it has worked, and to discover what they don't like to do and to stop doing it. One tool of self-assessment that was advocated was the Myers-Briggs personality assessment (MBTI [Myers Briggs Type Indicator], or something similar). Leaders tend to assess their own MBTI, leadership strengths, personal pitfalls, and needed training. Another tool named was a book, "Now, Discover Your Strengths" by Marcus Buckingham and Donald O. Clifton. It proposes a unique approach: focusing on enhancing people's strengths and making them exemplary, rather than focussing on eliminating people's weaknesses. The last tool was "The Human Equation" by Jeffrey Pfeffer, listing seven practices of successful organizations that should guide leaders: employment security, selective hiring, self-managed teams, compensation contingent on performance, extensive training, a reduction of status distinctions, and a sharing of financial and performance data throughout the organization.

The takeaway is that leadership is developing a long-term advocacy for the organization. Good librarian leaders should follow the Four Fs -- be Focussed, Flexible, Fast, and Fun. The next steps for all participants who are interested in leadership is to 1) know yourself, 2) take opportunities, 3) select a mentor, and 4) discuss succession management (as opposed to succession planning).