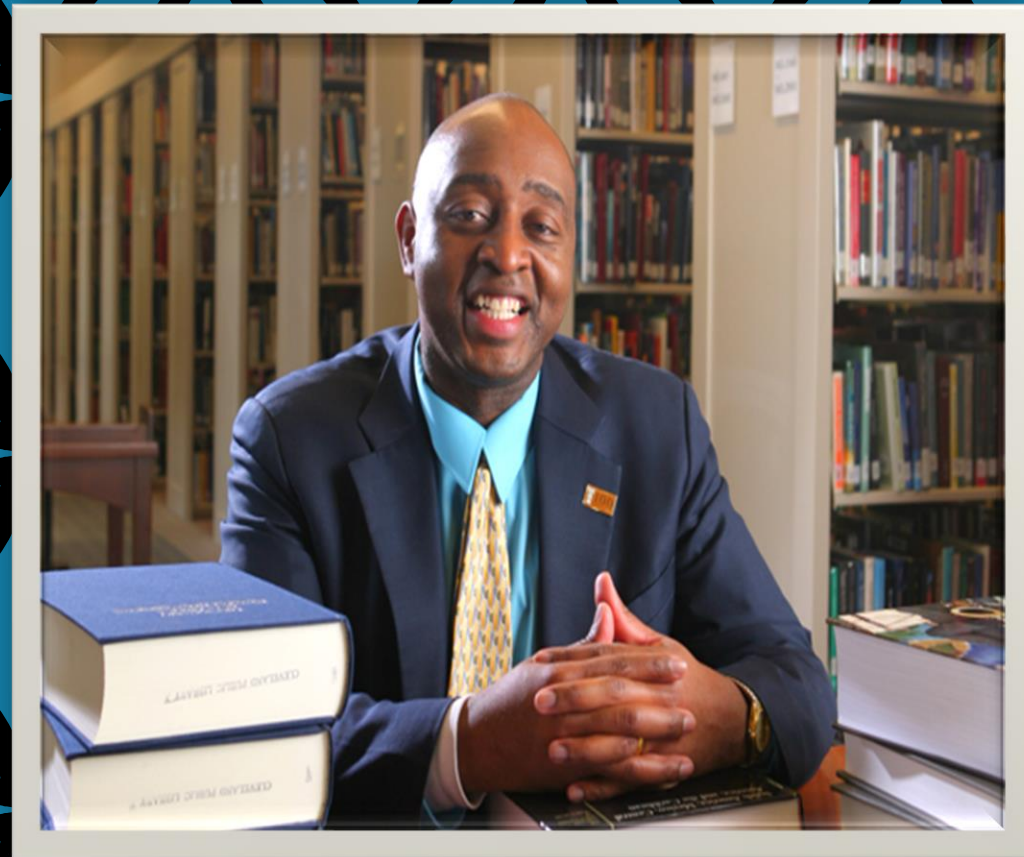


**MANAGERIAL LEADERSHIP:
LEADING FROM THE MIDDLE**



Presented by Felton Thomas Jr.
Wild Wisconsin Winter WEB Conference
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Thank you



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OUR PRESENTATION TODAY

- Destroying your leadership myths
- Exploring authentic and emergent leadership
- Creating Healthy Leaders and Healthy Organizations

IS IT EVOLUTION OR 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?

REVOLUTION

“a fundamental *change* in the way of thinking about or visualizing something : a change of paradigm.”

Merriam-Webster



GREGORY TREDGERTON: PUZZLES AND MYSTERIES

Puzzles can be solved; they have answers.

But a mystery offers no such comfort. It poses a question that has no definitive answer because the answer is contingent; it depends on a future interaction of many factors, known and unknown. A mystery cannot be answered; it can only be framed, by identifying the critical factors and applying some sense of how they have interacted in the past and might interact in the future. A mystery is an attempt to define ambiguities.

PART I: DESTROYING THE LEADERSHIP MYTHS

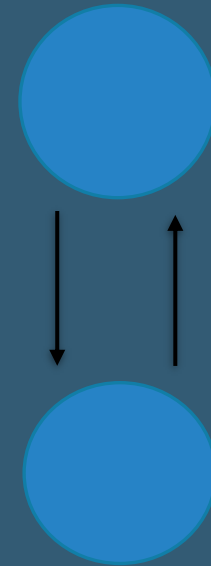


A DEFINITION OF LEADERSHIP

“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



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

THE MYTHS OF THE PERFECT LEADER

- Great leaders are born not made.
- Leadership can be attained through study alone.
- Great Leaders do not fail.
- Great leaders accrue power due to their position.

MYTH #1 GREAT LEADERS ARE BORN NOT MADE

- The Great Man theory has been posited since 1840 (Thomas Carlyle)
- Studies show no correlation between charisma and leadership.
- Studies also show that great leadership depends on the team not whether the leader is extroverted or introverted.

MYTH #2 - 4

- Leadership can be attained by study alone. (Center for Leadership) study.
- Great leaders don't fail. Actually, the best leaders see leadership as a series of experiments.
- Leadership is attained through positional power (Adam Goodman).

HOW DO WE LEARN TO BECOME BETTER LEADERS

- 70% - Challenge Assignments
- 20% - Developmental Relationships
- 10% - Coursework & Training

Center for Creative Leadership



PART II: AUTHENTIC AND EMERGENT LEADERS



“Why we lead, serves as the foundation for how we lead.”

—

Professor - Adam Goodman

Northwestern Center for Creative Leadership

AUTHENTIC LEADERSHIP

- Talent x Investment = Strength
- The leader's job is to enable the excellence of others.
- Leadership implies that you care about the well being of your followers.

■ Adam Goodman

AUTHENTICITY – EXERCISE (GIFTS)

- Gifts of the Head (Special Knowledge).
- Gifts of the Heart (What are your passions).
- Gifts of the Hands (Practical Skills).

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”



■ PART III: CREATING
HEALTHY
ORGANIZATIONS
AND HEALTHY
LEADERS



THE LIBRARY REVOLUTIONARY'S MOTTO

“We are moving this profession ahead one funeral at a time.”

— David Seaman , University Librarian

Syracuse University

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

- 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.”
 - Dennis W. Organ (2006) *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*.
- 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



TULSA CITY-COUNTY LIBRARY CULTURE STATEMENT

- Be Authentic
- Be Intentional
- Be Transparent
- Be Creative

WHAT DOES IT DO?

- Reduces staff turnover
- Increases staff and managerial productivity
- Increases customer satisfaction
- Reduces costs
- Encourages innovation and taking initiative

HOW TO ENCOURAGE OCB

- Rethink hiring
- 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.

THREE TIPS FOR FUTURE LEADERS

1) The Power of Full Engagement

- *The Power of Full Engagement* (2004) Jim Loehr and Tony Schwartz



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2) EAT THAT FROG?!

- Author Brian Tracy's 2007 bestseller "Eat That Frog".
- "If the first thing you do in the morning is eat a live frog"
- How much better can your day be?



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3) PRACTICE RESILIENCE

“The key to success is resilience.

The keys to being resilient are options.”



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THE LIBRARY LEADER'S REALITY

“If it walks like a duck and quacks like a duck...it's probably a decoy.”

— John Hairston, CPL

QUESTIONS?



Thank you



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