

Leadership versus Management

Leadership inspires, management are nuts and bolts.

Leadership is proactive, management reactive.

Leadership has vision, management implementation.

Leadership takes risks, management manage risks.

Leadership guides staff, management assigns tasks, determines procedures.

Leadership comes from anywhere; management is from the top down.

Leadership inspires, management has a home base.

Leadership Qualities/Behaviors

- Ability to delegate.
- Active listening through: paraphrasing what you heard, clarifying questions, responding after validating listeners
- Adapts
- Admits when her or she is wrong – admitting failure and learning from it
- Approachable and visible within library and out in the community
- Capable and prepared for own job/tasks
- “Face” of the community
- Agent of change (not just for the sake of change)
- Collaborative – can bring group of different individuals together
- Communicate
 - explain vision in concrete terms – measurable goals
 - expectations for leadership at all levels
 - vision and articulates goals to realize that vision
 - with everyone equally
 - can describe vision/plan and link it to other’s goals (strategic plan) to create buy in
 - vision to others, shares ideas/consults with others, asks for feedback, respects other’s ideas, inclusive
 - expectations and opportunities for growth with staff at all levels
- Concerned with the present and future
- Confident
- Conforms to organization polices based on organization.
- Courage to convey vision and sell it
- Create a safe, open and comfortable environment
- Creative – can invent processes to facilitate new or different out comes

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- Delegate effectively
- Does what she says she's going to do, or articulates (without excuse) why it couldn't happen
- Doesn't take criticism personally/ accept honest feedback
- Doing things that make you uncomfortable
- Emotional intelligence
- Empathy: approachable/encouraging
- Encourages others
 - to communicate questions and concerns
 - to share vision
- Engaged and immersed/available to staff
- Equally passionate about all goals/idea/people
- Ethical
- Exhibits ethical behavior
- Eye contact, open body language
- Find strengths in others and facilitate efforts (empowering)
- Flexibility
- Focused active listening: full attention, no keyboarding or "multitasking", reflective listening
- Follow through
 - see projects to completion
 - with commitments
 - by checking in and keeping project plan and celebrating success
- Framing concepts – solutions not problems.
- Generosity – focus attention on others
- Gets involved in functions' of the library to be aware of how it works.
- Giving credit, celebrate and taking blame
- Good listening
- Honest
- Human: Understands when others err, likes people, thick skinned/not sensitive, unflappable, ethical
- Informed risks – courage
- Inspire and motivated followers
- Instills confidence in others; inspires
- Invites community members to be partners
- Keeps door open
- Know how to adjust and move forward
- Learning from mistakes
- Lifelong learning is for staff – providing tools for success
- Listens and responds to the changing needs of all factions of the community
- Look beyond tasks
- Makes others feel heard

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- Mentors
- Models expected behaviors
- Not concerned with the credit, focused on the “we” not the “I”
- Open to risk, fearless
- Organizational skills
- Other duties as assigned
- Passionate, inspires passionate response
- Patience
- Personally acknowledging good work at all levels, at the moment
- Persuasive
- Political: Can see and navigate larger organization to get things done, networks effectively, advocates, is persuasive (manipulative), builds relationships
- Proactive what they preach
- Providing opportunities and promoting growth by providing tools to succeed
- Public commends, privately disciplines
- Questions
- Quick and decisive while soliciting input from others
- Recognize staff strengths and weaknesses
- Reflective – thinks before speaking or deciding
- Resiliency – take no as a reason to negotiate and improve ideas
- Runs a good meeting
- See mistakes as learning opportunities
- Seeking outside input, diversity of opinions
- Self-awareness
- Sense of curiosity
- Sense of humor
- Servant – leader : Support other’s work, ask don’t tell, skills/development, consensus driven
- Sets goals in line with organizations goals
- Smiles regardless of who she is talking with
- Steps up as needed
- Takes ownership of ideas and actions
- Taking informed risks
- Teaches and learns
- Team – building, building team
- Transparent in development and execution of polices and procedures
- Unbiased and consistent in their treatment of others
- Uses a web of contacts inside and outside of the organization to get information when they need it.
- Values change from anywhere in the organization

- Visionary : Gathers information from a variety of sources, synthesizes, understands their organization, confident decision maker, willing to take risks, make and learn from mistakes, focused on solutions

Vision, Teamwork, Selflessness

A good leader is not focused on personal gain, but instead, the greater success for the community as a whole. A leader involves people at all levels, regards of hierarchy, knowing that good ideas and actions come from anywhere. A good leader develops a “vision” based on interaction with many, but is able to be decisive. A good leader embraces change, but not simply for change’s sake. A good leader is concerned about both the present and the future. A good leader both teaches (staff, board, stakeholders) and learns. A good leader understands what is valuable.

- Makes time for others
- Day dreams
- Seeks out diverse opinions on one idea
- Future casts/futurist
- Creates
- Storytelling good stories
- Get’s to know co-workers
- Benchmarking other leaders
- Transferring knowledge
- Encouraging others to take risks
- Studies innovation
- Environmental scans
- Takes care of self and helps others to do the same