



You've Got the Power!

Mary Pergander

You've Got the Power

- What we want to accomplish today
 - Define management and leadership
 - Identify personal strengths as a leader
 - Take responsibility for relationship with boss
 - Lead from any position
 - Pursue further resources for grow





Managers vs. Leaders

- Maintains
- Short-range
- “How and when?”
- Bottom line
- Imitates
- Accepts status quo
- Does things right
- Develops
- Long-range
- “What and why?”
- Far horizon
- Originates
- Challenges status quo
- Does right things

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Types of Leaders

- Action-oriented
- Relationship builders
- Quiet influence
- Inspiring vision
- By example

Leader Basics

- Guiding vision
 - Strength to persist
- Passion, enthusiasm
- Integrity
 - Including self knowledge, candor, maturity
- Curiosity
- Daring

Warren Bennis

Are YOU a Leader?

- Leadership is NOT a cult of personality!
- Be *encouraged*
- Only YOU can contribute YOUR ideas, talents and abilities to the world
- Leadership is a lifelong pursuit – Every leader must continue to learn

Are you a Leader?

- Courage
 - Not bravado
 - Not self-righteousness
 - Looking for the intersection of courage and wisdom
 - Avoid professional suicide

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DiSC Profile

- Behavioral style profile for four dimensions:
 - Dominance
 - Influence
 - Conscientiousness
 - Steadiness

ACTION

- Consider discovering your own DiSC profile

Beware of Blind Spots

- What is something terrible about you?
 - Something you aren't proud of or you see as a fault?
- What is something wonderful about you?
 - Your gift, ability, something of which you are proud?
- Focus on your BEST qualities; don't be blind to them

FEAR

- False
- Evidence
- Appearing
- Real

ACTION

- You have all self-selected to be here today
 - Who seems most like you?
 - Who seems least like you?
 - Who do you know?
 - Who is a stranger?

The background of the slide is a solid green color with a faint, repeating pattern of stylized leaves and stems. The leaves are depicted in various shades of green, creating a layered, forest-like effect. The stems are thin and dark green, branching out from the leaf clusters.

BREAK ONE

Manage Your Boss

- Courageous follower
 - Role of trusted advisor, not snitch
 - Dares to share
 - Gives feedback – gently but directly
 - Asks the tough and reflective questions respectfully

Common Set of Needs

- Understood
- Appreciated
- Respected
- Affiliate
- Leave a legacy

This is human nature!

Your Boss Is HUMAN!

- Picture your boss with a flashing neon sign saying “HUMAN”
- Avoid ascribing magical powers to your boss
 - All knowing
 - All wise
 - Able to read your mind

ACTION

- What are three of your boss's goals for the year?

Clarify Boss's Priorities

- Know your boss's goals for this year, month
 - “Are there things I should understand about your job or goals that would help me support you?”
- Know YOUR goals for the year, etc.
- Strategy:
 - I'll do whatever is needed
 - Which should come first?
 - I want focus on the highest priority

Manage Communications

- Use “One on ones”
 - Communicate regularly and intentionally
 - Timing
 - Content
 - Frequency

Getting to Yes

- Make it easy to say YES
 - Synergy with boss's goals/priorities
 - Solid reasons your idea works
 - Workable solutions, costs
 - Written – just one page

No Surprises

- Create verbal buffer zone
- “Permission to speak freely?”
- Be the “gatekeeper” (Chaleff)
 - Challenge with respect

Manage Your Boss

- When your boss wins – YOU win!



BREAK TWO

Leading from any Position

- Getting noticed vs. Contributing

Your Contribution

- What is your unused potential? (Drucker)
- What do others need from YOU to make THEIR contribution?
- Start with what you are capable of, not just what is needed to do the job
- Maximize the strengths of the boss by making your boss more productive, a better leader, or more successful – Improve his/her contribution

Leading from Any Position

- WHERE to lead
- WHAT to lead
- WHO to lead
- WHEN to lead

Leading from Any Position

- WHERE – if not in the workplace, consider other professional groups and opportunities

Emulate Leaders

- Act “as if”
- Study others – Who do you admire?
- Stay true to yourself, be authentically YOU

Essential Task

- “Letting the self emerge is the essential task of leaders”
- “Leading is a form of self expression”
(Bennis)

How to Grow Yourself

- Set goals
- Pursue additional learning/education
- Self-evaluation
- Self-knowledge
- Try something new
 - “Strike hard – try everything” (Bennis)
 - Do anything, try everything, just not all at the same time (Pergander)
- Be patient – growth is not a linear process!

ACTION

- Try an uncomfortable assignment
- Work with “others”



ACTION

- Find your comfort zone, then step outside of it – especially if it moves you toward your passion

Stretch!

Growth

- “If we shy away from discomfort we will never grow,
- If we seek challenge, we will continuously grow, often in unexpected ways.”
 - Ira Chaleff, *Courageous Follower*



Four Examples

- Student librarian who inherited a grant
- New librarian who encountered an issue
- Mid-career librarian who served as translator
- Late-career librarian who found a new cause

RESOURCES

- One Becoming a Leader - Bennis
- Courageous Follower - Chaleff
- First Break All the Rules – Buckingham/Coffman
- Effective Executive - Drucker
- Crucial Conversations – Patterson et al
- Manager-tools.com

