

The Management Mix: Mentoring Librarians for the Realities of Management

ALA Annual Conference
July 12, 2009

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Dayton Metro Library

- Service area population: 450,000
- Main Library + 20 Branches
- Outreach Services
 - Children's Bookmobile
 - Lobby Stop Library
 - Homebound
 - Community Events

Dayton Metro Library

- Since 1998, I have hired
 - 29 Branch Managers
 - 6 Assistant Branch Managers

Why should we mentor? See above!

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Management Is Not Leadership!

"Management is getting work done through others.

Leadership is taking people where they haven't been but need to go"

Don Roberts, Human Capital Advisory Services,
Deloitte and Touche

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Management Is Not Leadership!

“Essentially, the manager administers and the leader innovates...”

The Manager

- Maintains
- Accepts the status quo
- Focuses on systems and structures

The Leader

- Develops
- Is always questioning and challenging...
- Focuses on people

Adapted from Warren Bennis, "Introducing Change" Executives Excellence, Nov. 1994

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Management Is Not Leadership!

“Essentially, the manager administers and the leader innovates...”

The Manager

- Relies on control
- Has a short range view
- Asks 'how' and 'when'

The Leader

- Inspires Trust
- Has a long range perspective
- Asks 'what' and 'why' ...

Adapted from Warren Bennis, "Introducing Change" Executives Excellence, Nov. 1994

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Mentoring Starts with the Interview

- Current manager and mentor-to-be acts as co-interviewer
- Describes "Life as a Branch Manager"
- Fully participates in interview and scoring

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Starting Off Right

- Branch Manager Orientation
- First Day on the Job
 - Everything is easier on a full stomach!
 - No Quizzes
 - Meeting the Management Team
- New Staff Orientation is for Managers, too!

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The New Manager and the Mentor Relationship

- Visiting the mentor's branch
- Survival Notebook
- "Grand-Mentor" pride

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Professional Development Is Forever!

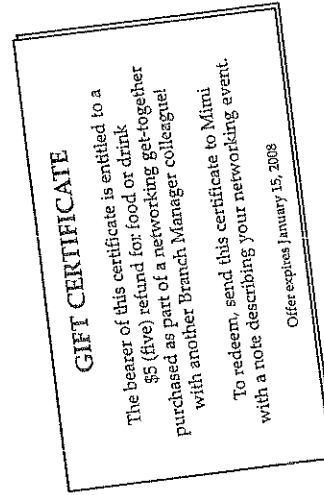
- Formal
 - Leadership Development Series
 - Quarterly Training Sessions
- Informal
 - Teambuilding and Inspiration
 - Branch Manager Quarterly Meetings
 - Sharing successes
 - Games and group activities
 - The Un-meeting

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Collaboration Coupons



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Performance Appraisals

- An annual "thank you"
- Self-Assessment

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Summing Up

- Mentors create success
- Strong bonds create strong teams and confident leaders
- Together, we create great libraries!

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Thank you!

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Leadership Development Series

Week 1: Effective Leadership Practices

- Learn the competencies, attitudes, and behaviors of effective leaders, based on Kouzes and Posner's book, The Leadership Challenge.
- Realize individual leadership strengths and weaknesses using Kouzes and Posner's Leadership Practices Inventory (LPI).
- Understand Emotional Intelligence and how it impacts individual leadership effectiveness.

Week 2: Communication for Improved Performance

- Effective organizational communication strategies
- Effective interpersonal communication strategies

Week 3: Conflict Resolution

- Learn and practice techniques for identifying and de-escalating conflict
- Learn strategies for working with difficult people

Week 4: Coaching for Improved Performance

- Understand the leader as a coach in today's organizations
- Learn effective strategies for coaching all levels of performance
- Learn the impact of various generations on performance coaching

Week 5: Building Successful Teams

- Understand the role of a leader in team development
- Implement five key strategies for team success
- Establish trust and credibility
- Develop effective meeting strategies

Week 6: Prioritizing Responsibilities for Optimum Performance

- Understand how individual time management styles impact leadership effectiveness
- Learn how to incorporate time management and organizing strategies for increased productivity