

Jamie LaRue



Sharon Morris

Managing the Talent

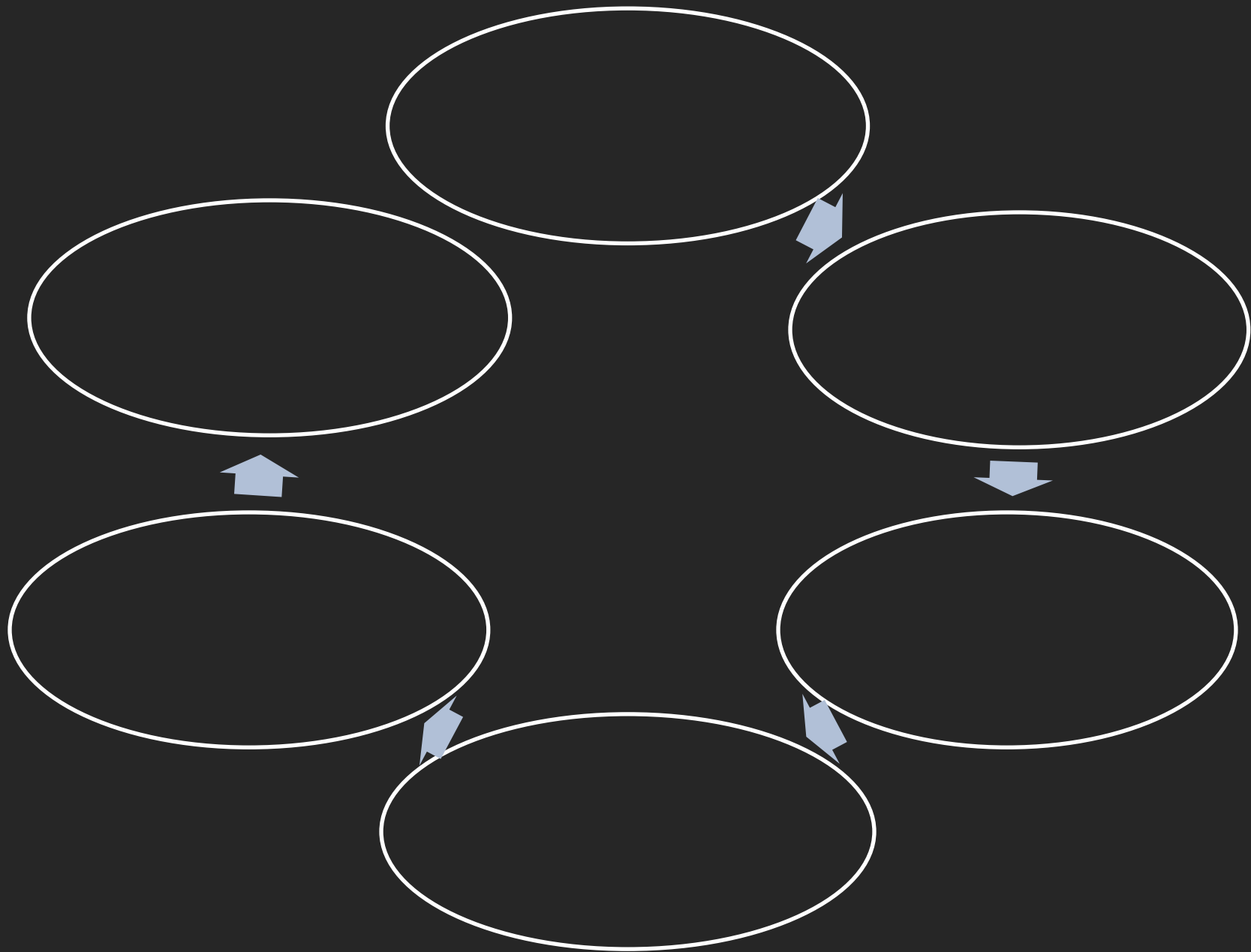
“The signs of outstanding leadership appear primarily among the followers.

- *Are the followers reaching their potential?*
- *Are they learning?*
- *Serving?*
- *Do they achieve the required results?*
- *Do they change with grace?*
- *Manage conflict?”*

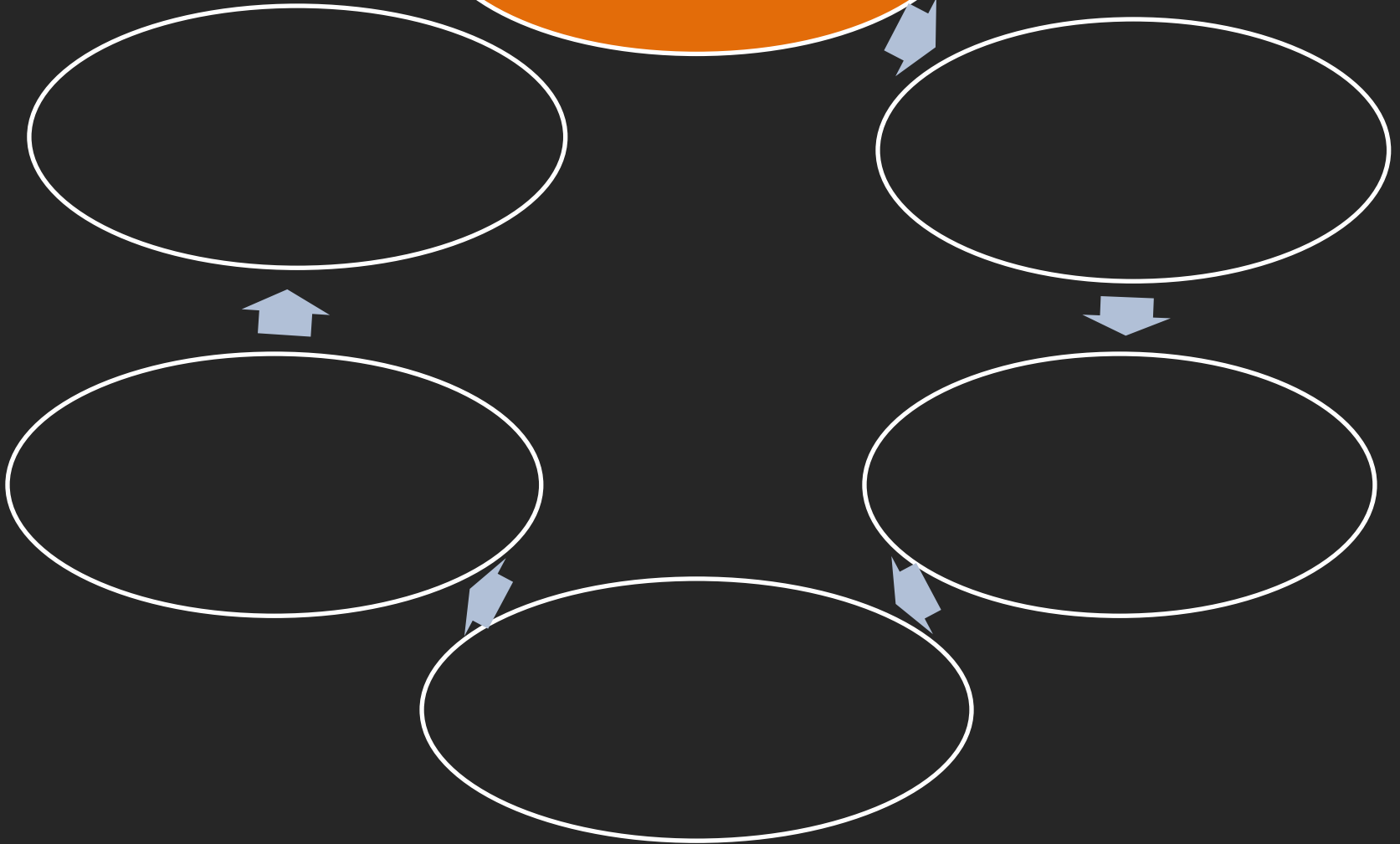
Max De Pree, “Leadership is an Art”

Learning Outcomes

- ❑ Understanding of the key skills of effective library workers
- ❑ Tips for identifying the skills during the interview
- ❑ The importance and some approaches for onboarding new staff
- ❑ How to diagnose and coach underperforming staff
- ❑ How to have a respectful but firm talk about a problem

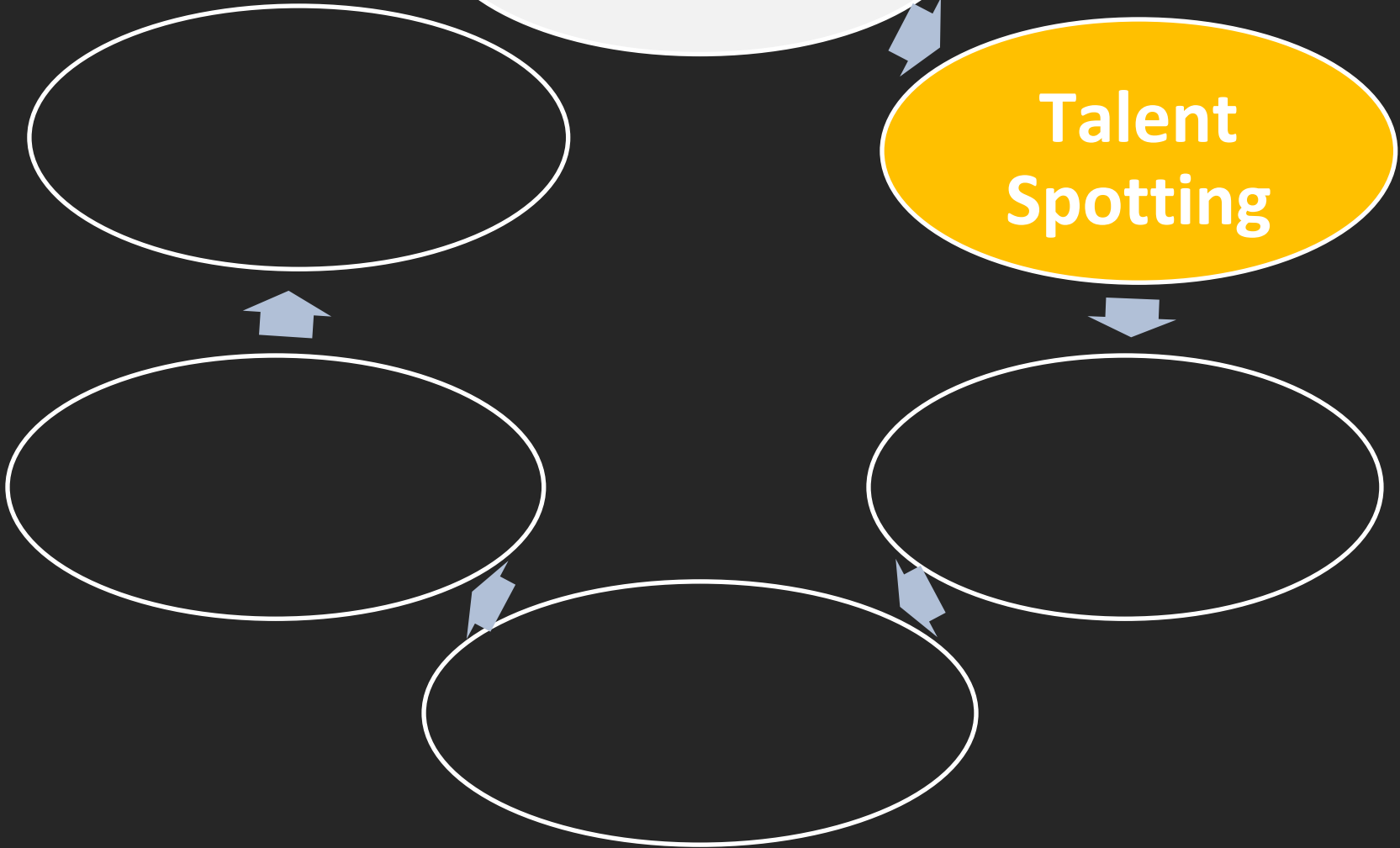


Why staff matter



Why staff
matter

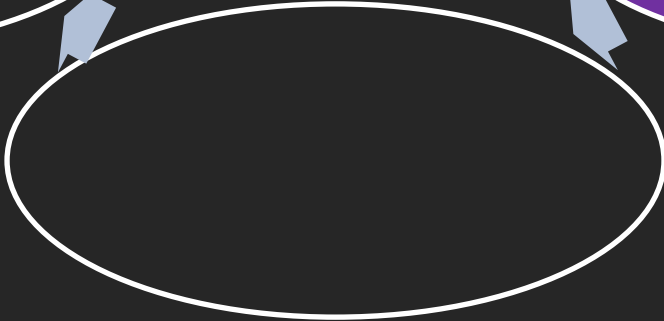
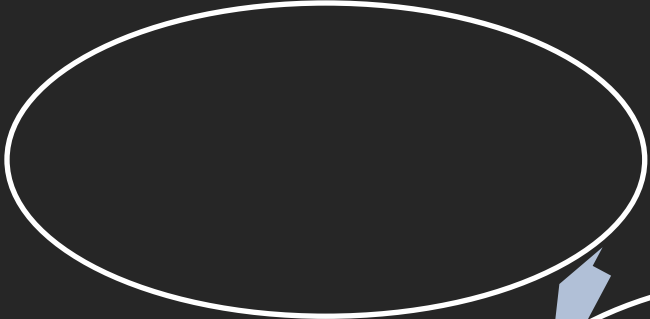
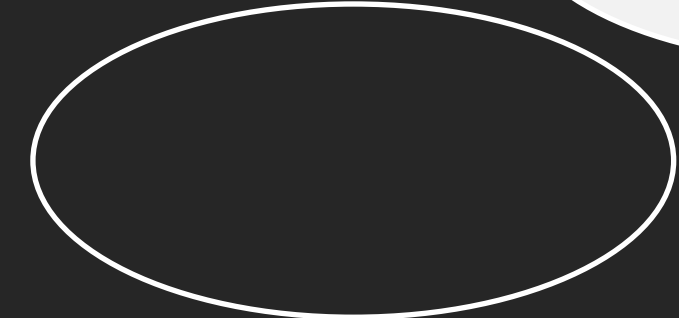
Talent
Spotting

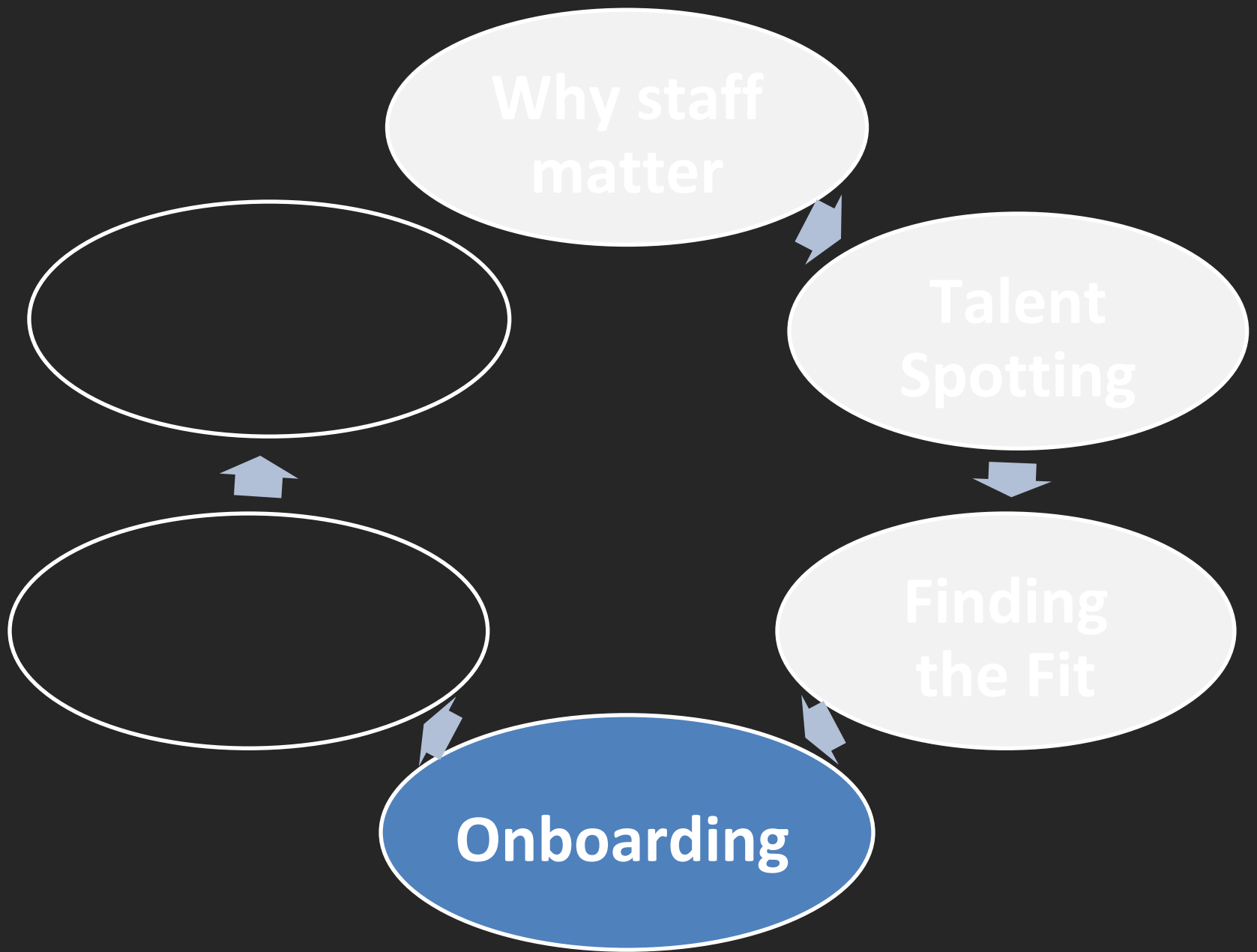


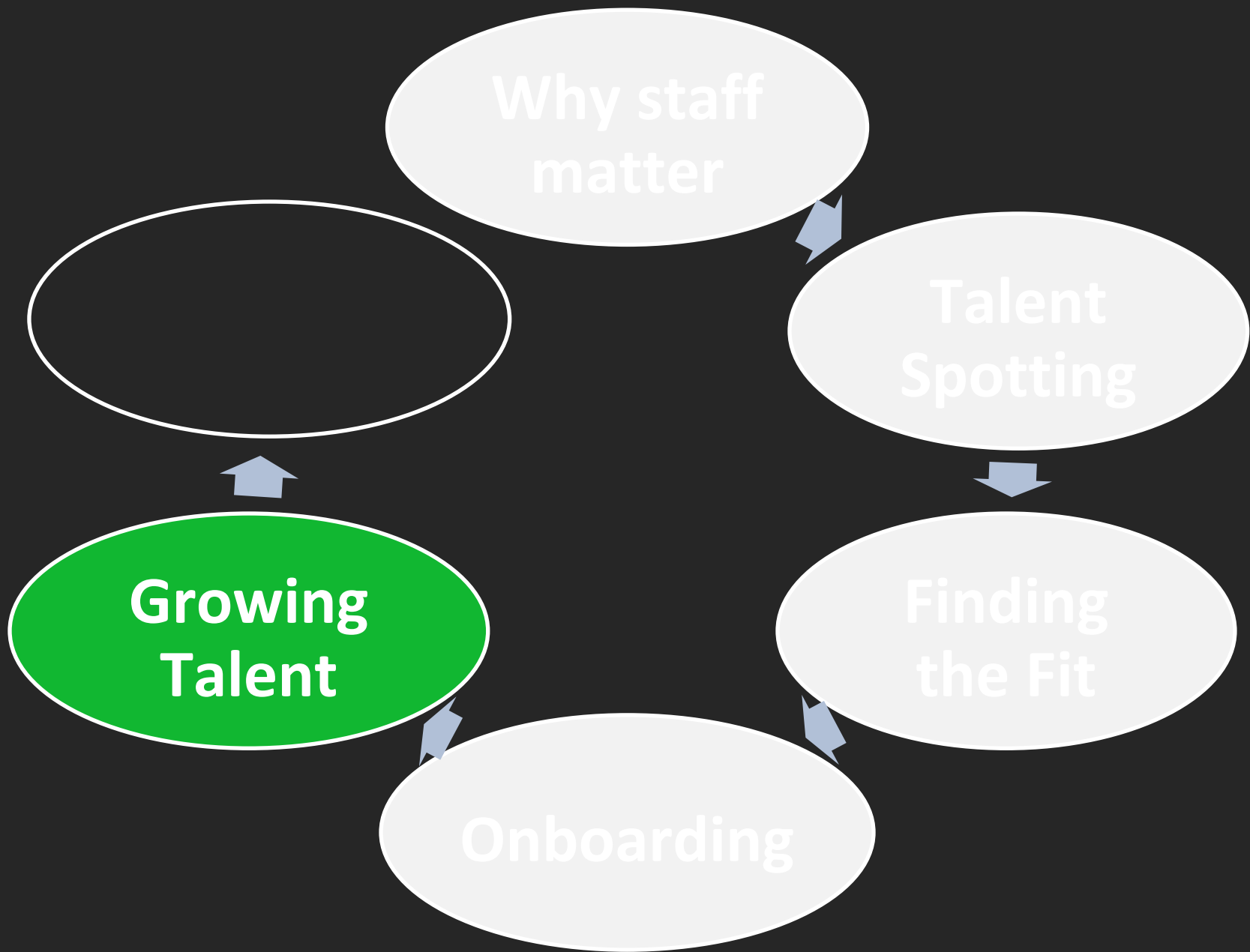
Why staff
matter

Talent
Spotting

Finding
the Fit







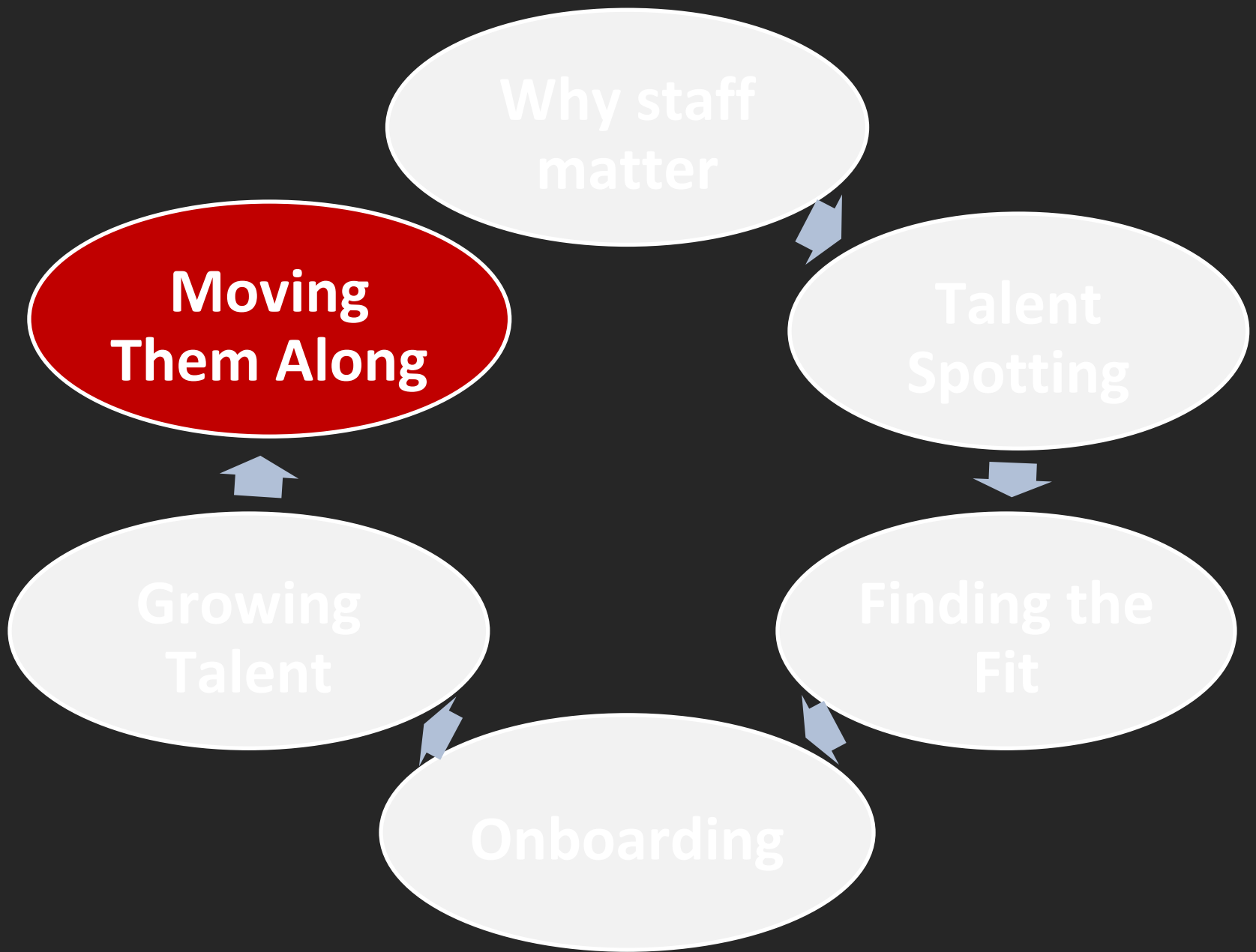
Why staff
matter

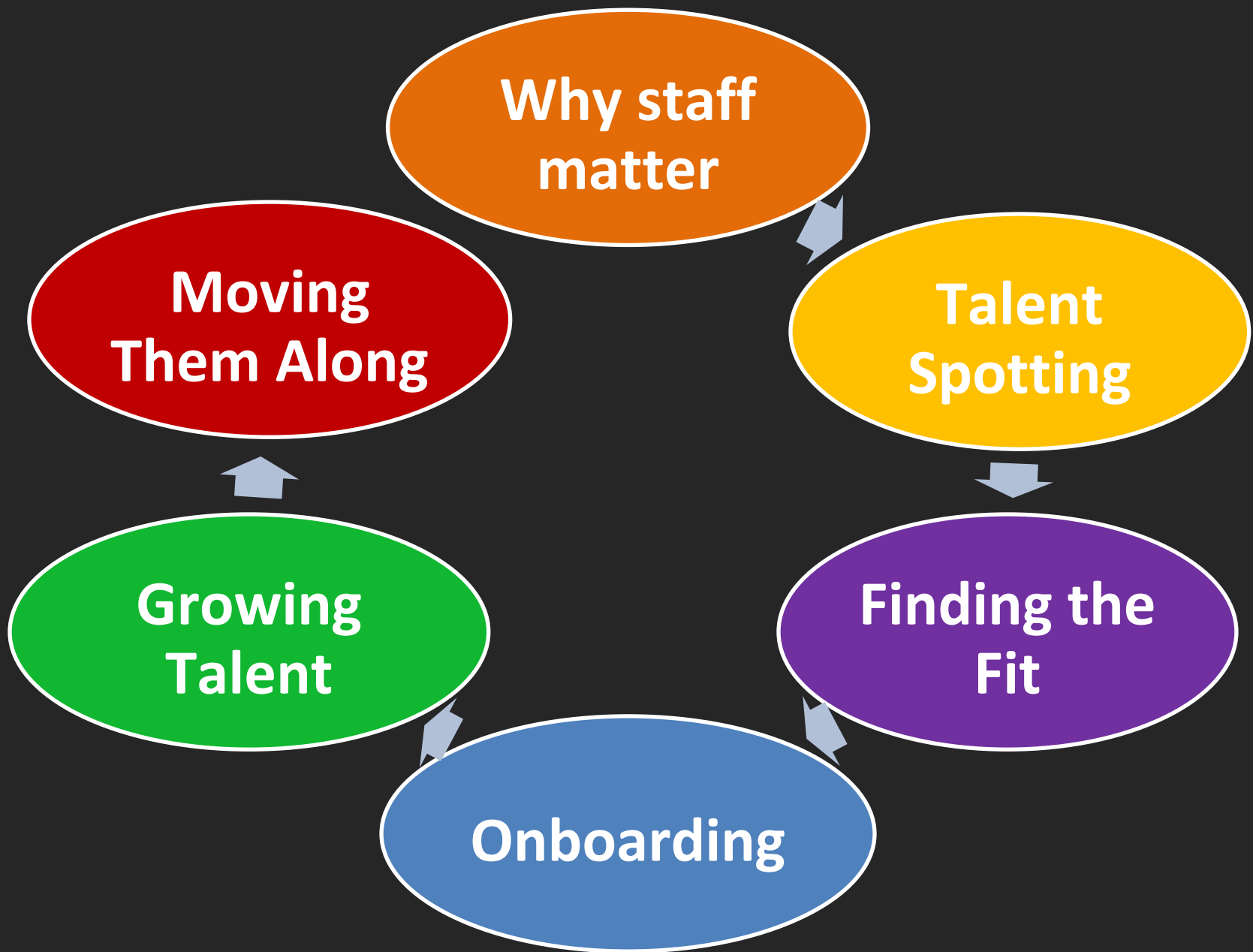
Talent
Spotting

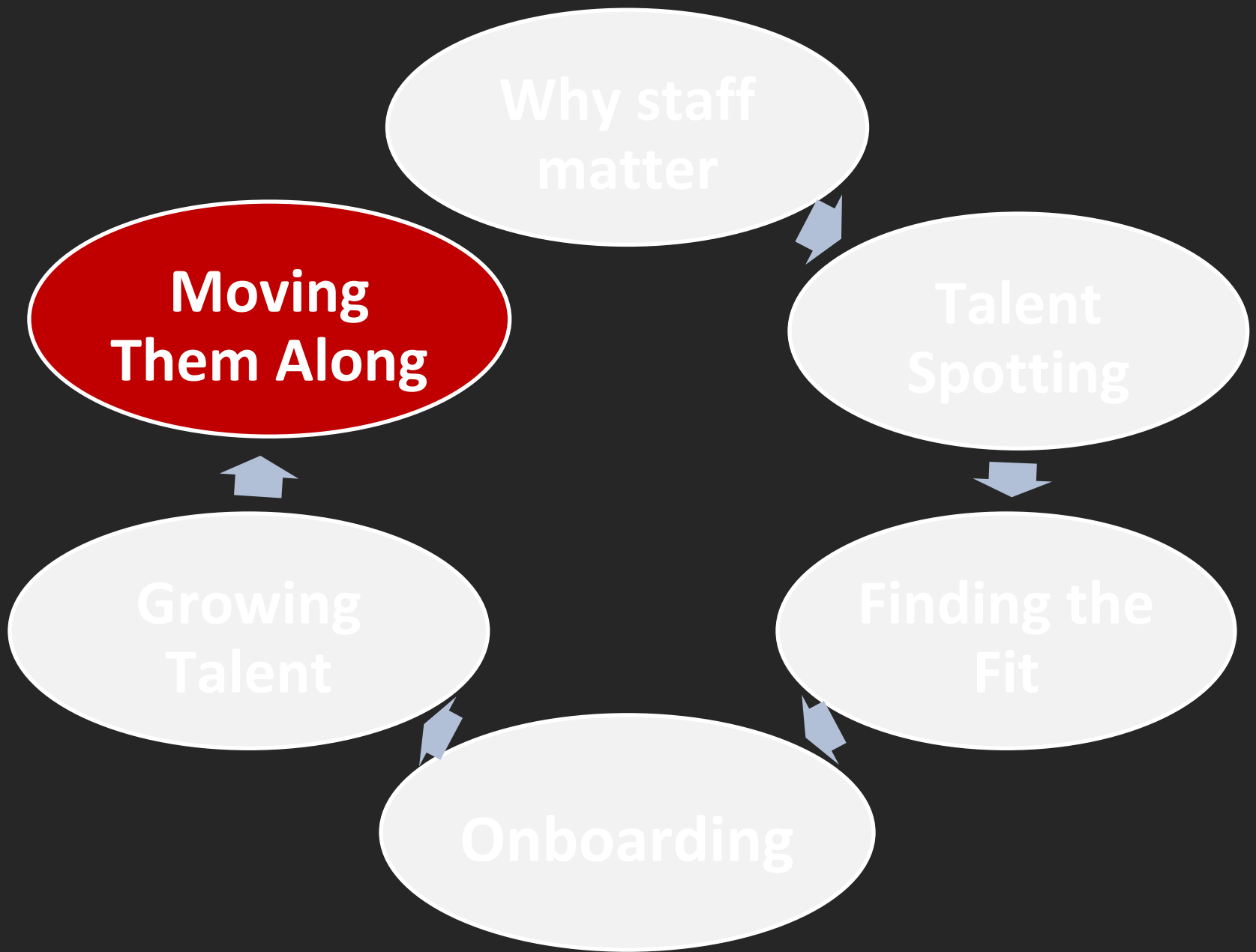
Finding
the Fit

Onboarding

**Growing
Talent**

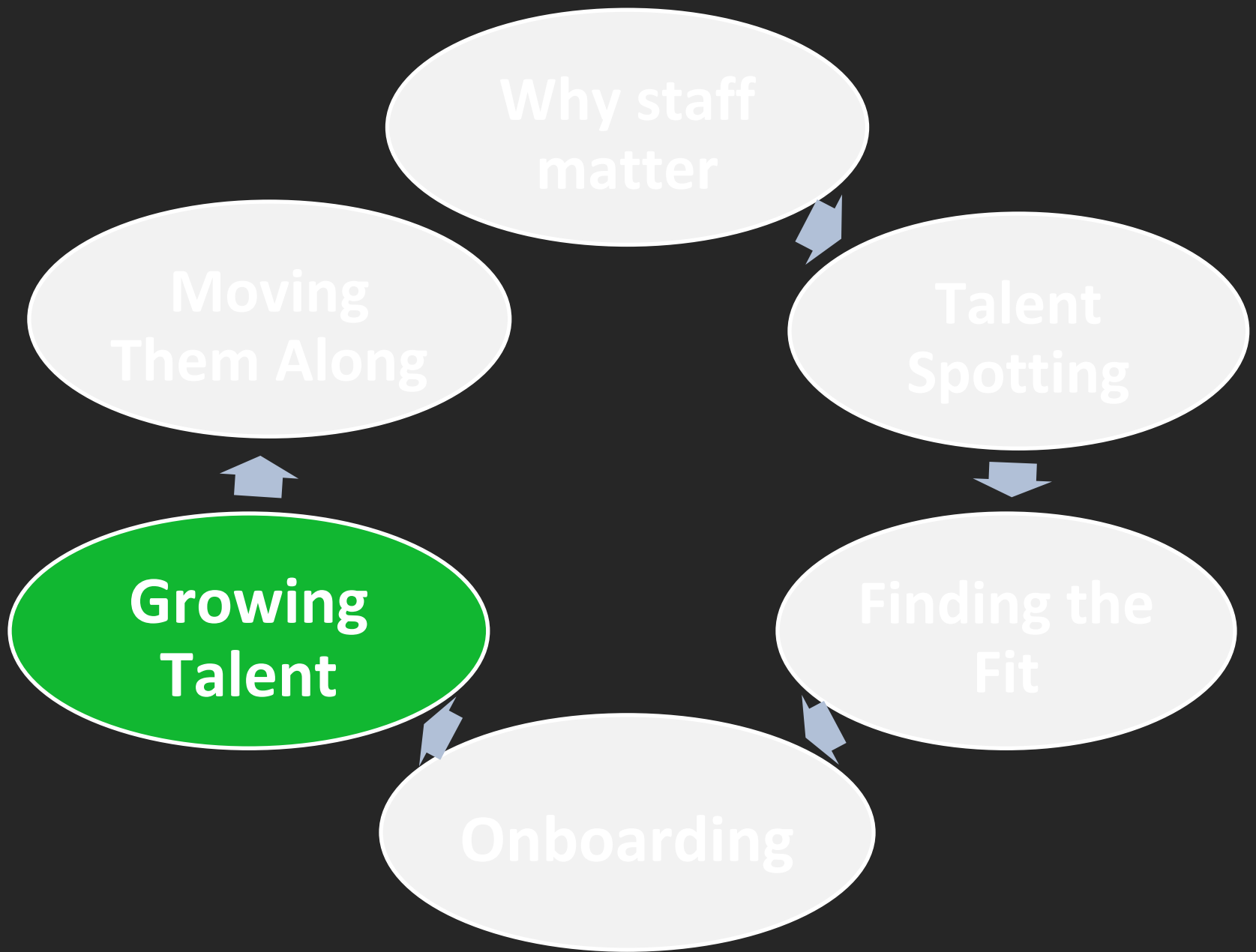






Moving Them Along

- In 25 words or less....
- The script:
 - We need someone who....
 - Right now that's not you.
 - I want you to think about this until <date>, then tell me what you've decided.



Growing Talent

Abilities

Engagement

Aspiration



From Martin, J., & Schmidt, C. (2010). How to Keep Your Top Talent. *Harvard Business Review*, 88(5), 54-61.

“Engaged Dreamer”

Abilities



Engagement

Aspiration

From Martin, J., & Schmidt, C. (2010). How to Keep Your Top Talent. *Harvard Business Review*, 88(5), 54-61.



“Disengaged Star”

Abilities

Engagement

Aspiration

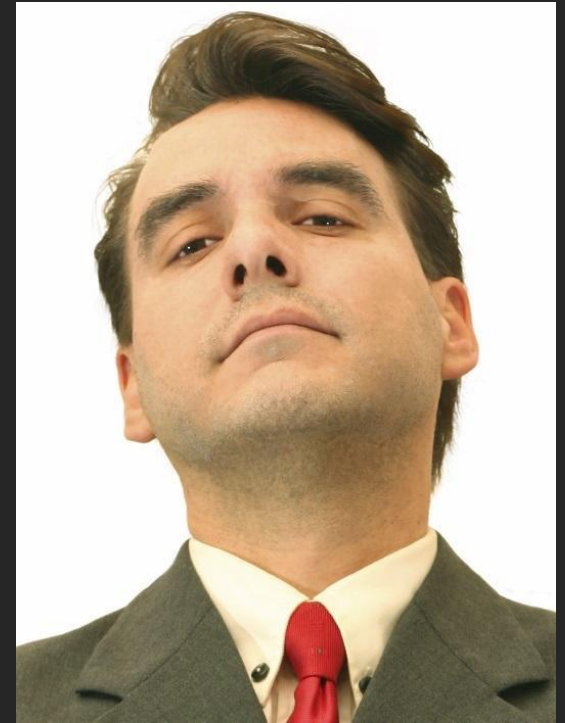
From Martin, J., & Schmidt, C. (2010). How to Keep Your Top Talent. *Harvard Business Review*, 88(5), 54-61.

“Misaligned Star”

Abilities

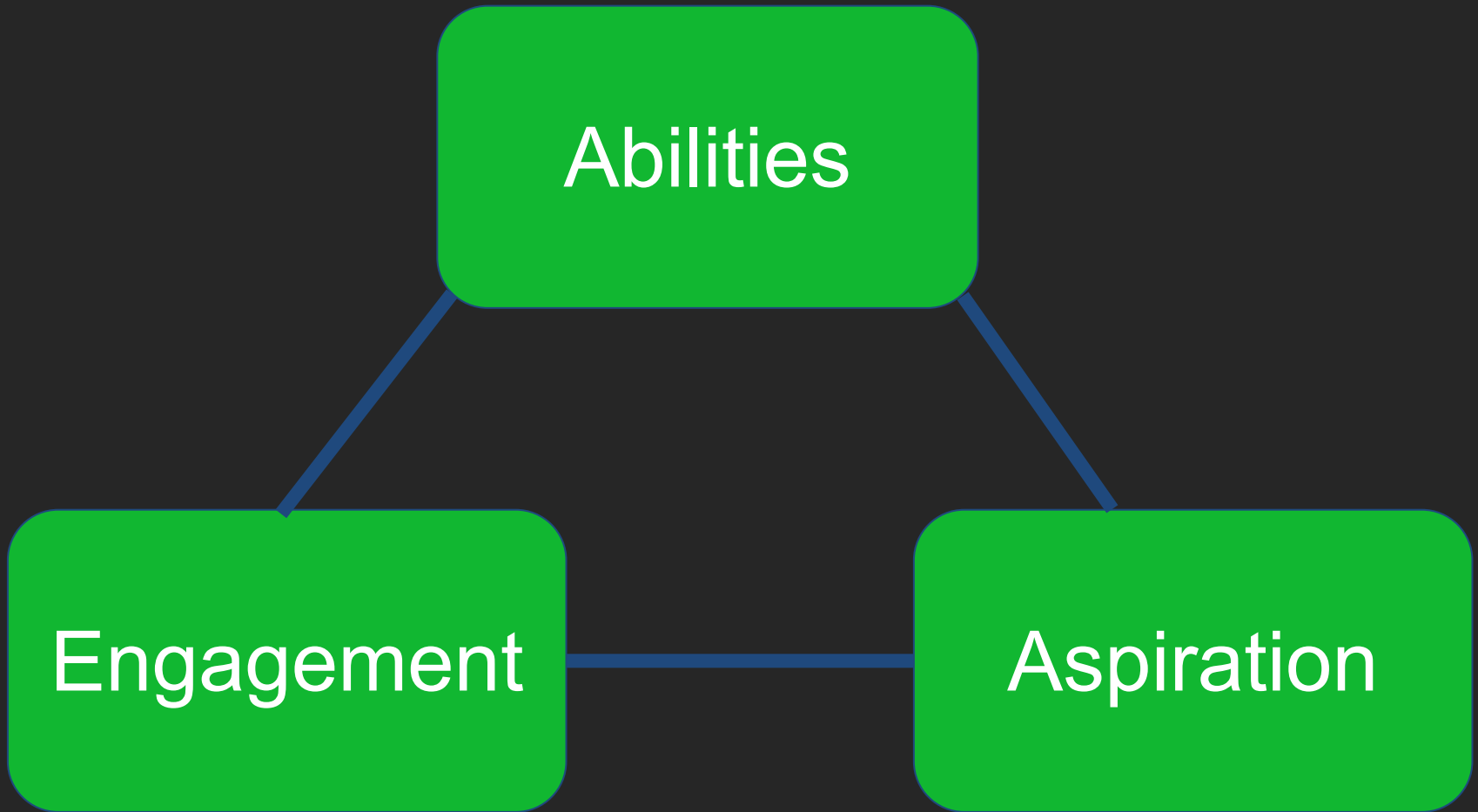
Engagement

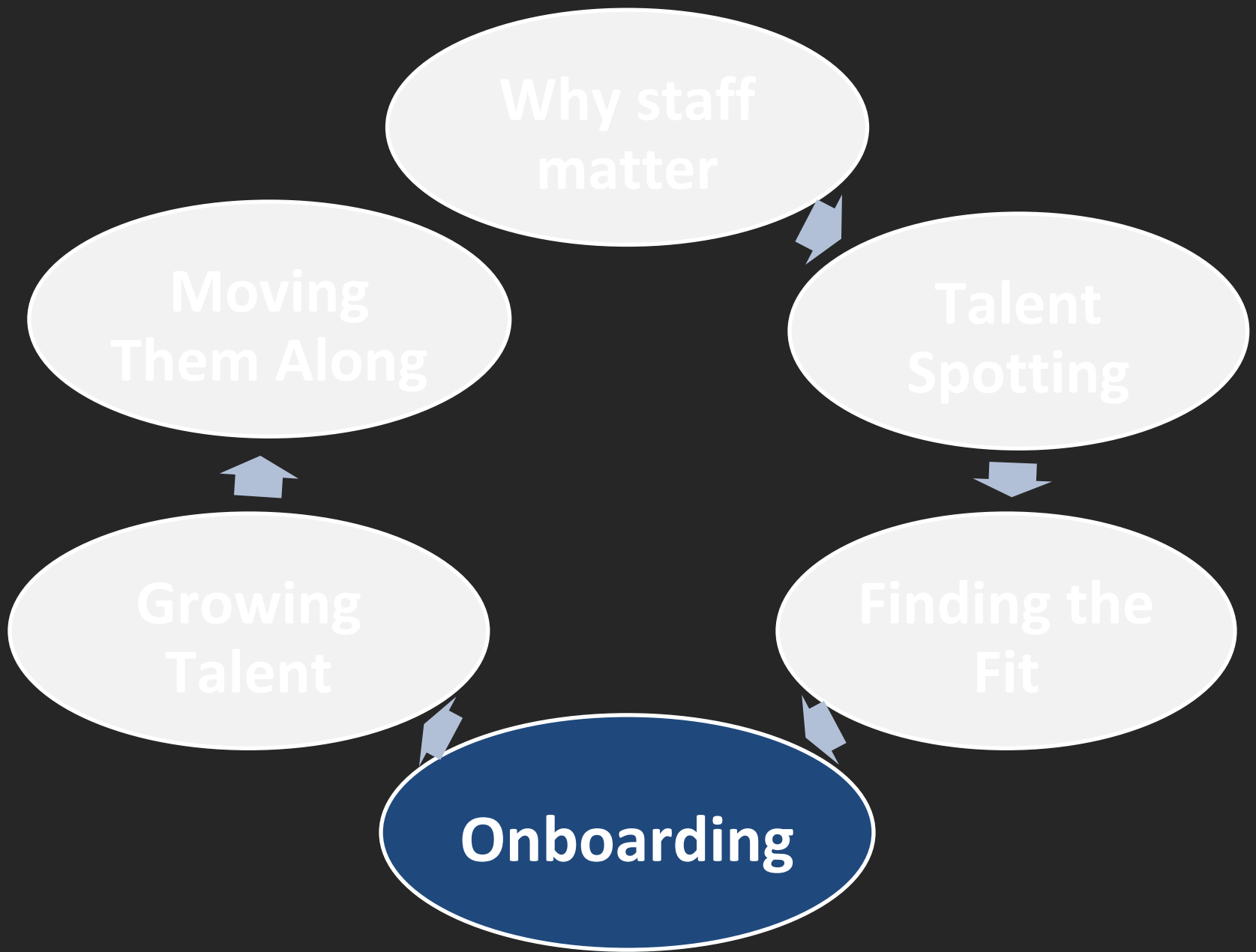
Aspiration



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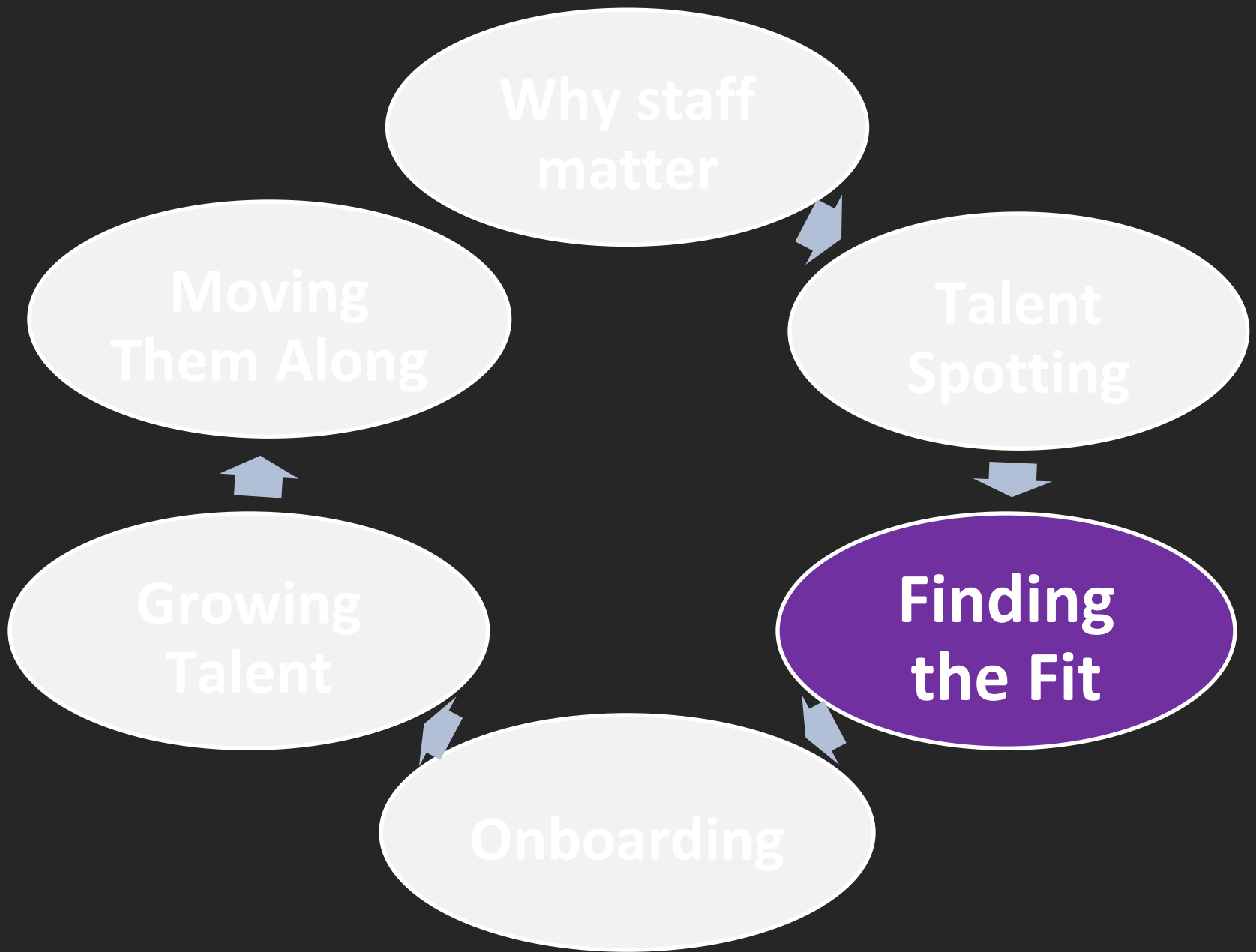
Growing Talent





Onboarding

- Culture
- Customer Service
- Library Organization
- Communications
- Training (building, software, etc.)



Finding the Fit

Your methods for assessing candidates?

- Screening

- Behavioral Interview

 - Communication behavior

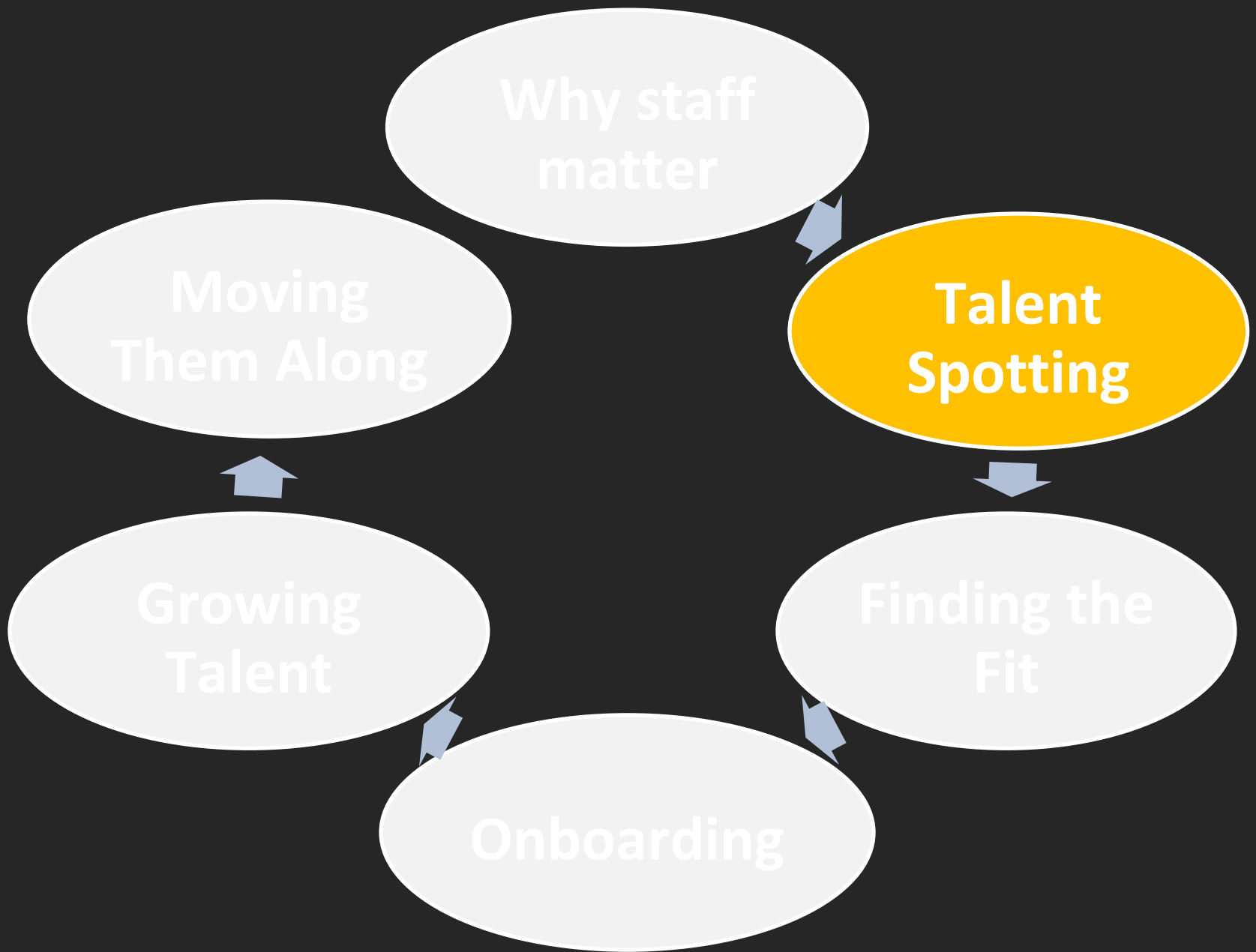
 - Demonstration of skills (scenarios, projects, presentations, tests, etc.)

Communication Behavior

<u>Voice</u>	<u>Non-verbal</u>	<u>Process Management</u>	<u>Content</u>
Loudness, articulation, pitch, rate, laughter, warmth	Eye contact, posture, fidgeting/ stillness, nodding, smiling, touching	First to speak, last to speak, "are we done?" summary, humor, questioning, compliments	Overview, detail, story, meaning, creativity

Demonstration of Skills

What have you used?



Why staff
matter

Talent
Spotting

Finding the
Fit

Onboarding

Growing
Talent

Moving
Them Along

Talent Spotting & Recruitment



- Know what you need
(based on organizational goals & talent gaps)
- Keep looking
- Ongoing spotting
- Diverse workforce that represents population you serve

Using chat...



What UNIVERSAL
characteristics
are you seeking in
staff?

Some universals

- curious
- adaptive
- friendly
- show initiative
- respectful
- optimistic
- enthusiastic about learning
- works well with others / collaborative
- service-oriented

**Why staff
matter**

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graph TD; A(Why staff matter) --> B(Moving Them Along); A --> C(Talent Spotting); A --> D(Finding the Fit); A --> E(Onboarding); A --> F(Growing Talent); B --> C; C --> D; D --> E; E --> F; F --> B;
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**Moving
Them Along**

**Talent
Spotting**

**Growing
Talent**

**Finding the
Fit**

Onboarding

**Staff - Face &
Brand of Library**

**20 seconds
saves 20 yrs of
anguish**

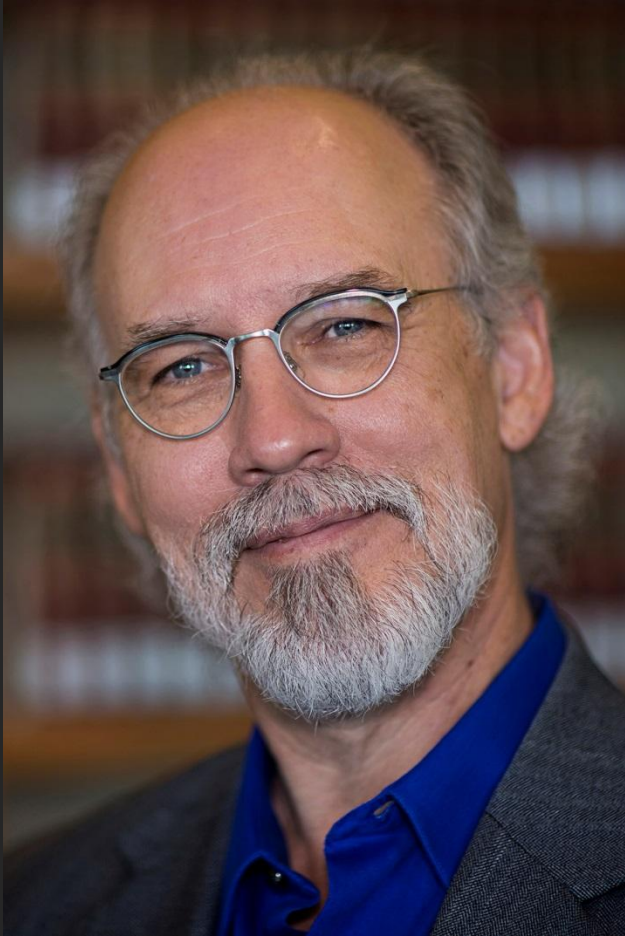
**Know what you
need, always
looking**

**Grow abilities,
Manage engagement,
aspirations**

**Develop a
hiring process
to determine
fit**

**Systematic
orientation to
culture and
work**

Questions?



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