The Nexus Project
Library Leaders (LDIA) Discovery Report

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Overview

The Center for Creative Leadership (CCL) is pleased to present the results of a Leadership Development Impact Assessment (LDIA) study for Educopia and the IMLS-funded "The Nexus Project: Spanning Boundaries to Transform Library Leadership" project.

Libraries face a critical moment of redefinition as technical and social transformations dramatically impact and disrupt the communication channels through which information is acquired, accessed, and preserved. Shrinking budgets, changing user expectations, and competition from commercial information specialists place heavy demands on library leaders to transform their institutions to meet the needs of their increasingly digital, active, and globally curious 21st century communities. Libraries in every sector are called upon to reshape and restructure not just their staffing models, but also their missions, goals, services, and partnerships. Such large-scale, accelerated transformations at both the organizational and field levels will best be achieved if strong networks of leaders work in alignment towards shared goals. There have been many efforts over the last two decades to train library leaders (workshops, seminars, institutes, fellows programs), and the outcomes of these training efforts have varied. Studies conducted by CLIR and InfoPeople show that while some these efforts may be working; they do not yet meet the breadth and depth of the demand within the field. To date, there has been little consistency in curriculum development and evaluation practices across these leadership-training programs. And although individual training programs have often documented their work through white papers and articles, there is a relative lack of comparison-based documentation regarding the breadth and depth of this existing spectrum of leadership training activities, especially across library sectors (academic, public, special, and archival).

Educopia undertook the Nexus project in 2013-2014 to address the need for documentation of existing practices, cross-germination across leadership training groups, and the creation of a strong, extensible foundation to train and evaluate boundary-spanning leaders for the 21st century library field. CCL undertook this Leadership Development Impact Assessment to help the project team—and the field it represents—understand and document the core operational needs of libraries and their relationship to leadership development challenges.

Conducting the Impact Assessment

CCL's LDIA process is a disciplined approach of discovery for ensuring that the investment made by clients in leadership development truly addresses their business needs and relates them to their leadership development challenges. The approach used for this project was as follows:

CCL conducted a series of four virtual focus groups from four major library communities (Academic, Public, Special and Archival) to better understand and prioritize the challenges (internal and external) they are facing.

The intention of this was to help systematically assess and rank the most critical organizational needs and establish which of these needs can be addressed through leadership training. These needs were subsequently matched to documented leadership competencies (from CCL's competency library) and the process and findings were documented in this report.

This report will be shared with a group of cross sector thought leaders in the library field at a two-day Network Building Meeting event. During this event, which will be hosted by CCL and Educopia on June 10-11, 2014, these thought leaders will build upon and apply the findings from the LDIA to produce a network of partners and advisors that will work together to develop a sustainable pathway for establishing core activities and topics in library leadership training. In a third phase of this project, CCL will work with the Nexus project team to design and provide an evaluation strategy for a national, cross-sector leadership-training approach to address the need for transformational leadership within the library field.

Focus Groups

Between four and five individuals representing each of sectors (Academic, Public, Special and Archival) were included in 90 minute interactive focus groups hosted via web conferences in April and May 2014:

Focus Group I (Sector = Archival): Two academic archivists, one academic archive director, one state archive director

Focus Group II (Sector = Academic): Two mid-level academic librarians, one vice provost, one metaorganization executive director

Focus Group III (Sector = Special**):** Two government special library directors, two corporate special library directors

Focus Group IV (Sector = Public)**:** Three public library directors, one metaorganization director, one vendor

Protocol: (The focus groups were conducted by David Magellan Horth and Jerry Abrams (both of CCL) using online conferencing technology)

1.   Prior to attending each focus group, participants were asked to complete an online activity in which they were asked to select a metaphor representing the current state of leadership in their library system and a second metaphor to represent leadership required in the future to address the challenges they face.
2.   During the focus group session, participants were asked to use the chat box to write down the most important external factors/conditions that are creating the need for change in their library system and to then have a brief discussion about what they found in common.
3.   Given the discussion on external factors/conditions, participants were asked to use the chat box to write down the major internal challenges facing their library system and to then briefly discuss this.
4.   From the written results, one of the CCL facilitators constructed a poll for later use in each session to prioritize the internal challenges.
5.   The facilitators shared with the group a report on the results from the pre-work online activity (Leadership Metaphor Explorer) and the participants engaged in dialogue about the commonalities and differences reflected therein.
6.   Participants were asked to write down, what they thought leaders in their library system were already doing well, what they needed to get better at, and what they needed to stop doing.
7.   Using the poll developed by the CCL facilitator in step four (above), participants were invited to select their top five challenges. The results of the poll were shared with the participants who were invited to briefly discuss the results.
8.   In a final wrap up of the session, participants were thanked for their participation and invited to share any closing remarks.

Note: that while this protocol was generally followed for each focus group, the nature, energy and length of the discussions differed for each group so some components of the process were not used. Note of this is made in the report.

Summary of Focus Groups by Sector

Focus Group I : Archival

Verbatim and Themes on External Conditions

Verbatim

- Budget pressures
- Declining state funding
- Changes in needs/wants from students
- ...and faculty!
- Changing nature of research, changing expectations of users
- Changes expectations/needs for researchers; changes in technology and media
- Speed of technology change
- Increase in digital/electronic records, state budget reductions/redirections
- Move from library as collection to library as access
- Expectations of global reach
- Changes in expectations/needs for researchers; changes in technology and media
- Changing nature of materials: more digital
- Growing focus on public scholarship
- Also competing priorities

Themes

- Constantly re-evaluate what we are doing
- Customer focus, are we meeting their needs
- Now competing with Google and commercial concerns in a way we haven't in the past: "they want it all, now, and easy"
- More interaction/engagement undergraduates with primary sources
- Greater expectations for use of technology in the library
- Increased demands for public service without increases in funding
- Funding being cut
- Engaged in fund raising

Verbatim and Themes on Internal Challenges

Verbatim

- Developing workflows, staff expertise, and funding for rapidly growing digital collections of all kinds
- Rethinking our collection development strategy in light of consortia sharing arrangements, digitization (DPLA, Google, etc.), funding constraints and institutional mission
- Merging cultures as we combine two units into one; developing technical infrastructure that is both adaptive and robust; balancing demands of open access and copyright law
- Developing a robust development program that includes a wide range of library staff
- Budget cuts are bringing us close to the possibility of cutting journal subscriptions in a way that faculty will feel
- Creating a virtual library that is equivalent in services to the physical library
- Insufficient or non-existent infrastructure for digital records, increasing visibility of program
- Connecting researchers in the field worldwide to library resources (primarily our faculty)
- New needs from students are leading us to look at a major revamp of the first floor of the main library
- Merging cultures as we combine two units into one; developing technical infrastructure that is both adaptive and robust; balancing demands of open access and copyright law
- Echo comment about open access and copyright law!
- Determining what professional development is needed for our staff who will work with digital scholarship project campus-wide
- The future of our technical services operation and subject liaisons

Themes (from Poll)

- Digital collections processes
- Digital collections staff expertise
- Digital collections funding
- Rethinking collection development strategy given consortium sharing, digitization, institution mission, and funding
- Merging cultures across library units
- Developing adaptive and robust technical infrastructure
- Balancing demands of open access and copyright law
- Robust staff development for a wide range of staff
- Effectively addressing budget cuts

LEADERSHIP NOW (What themes are you seeing about what leadership looks like now in our library systems?)

- We value teamwork and collaboration (even if we don't see as much of it as we would like)
- We need to be able to manage morale and burnout as we continue on in a period of constrained resources. This means focusing on staff as much as on the work to be done.
- Importance of teamwork
- Many of us are working in places where the competition for resources is reinforcing the silos, making it hard for us to overcome history divisions--and at the same time the nature of research and materials should draw us together.
- We want leadership within our staff, not just top down.
- Interesting differences in relationships within leadership paradigms . . . From isolation to coalition to inclusion. So a range.   Wondering how to find a happy space within that range.

FUTURE LEADERSHIP (What themes are you seeing about what leadership might need to look like in the future to respond to the challenges our library systems face?)

- Collaboration, common goals, teamliness (Sic.) are strong themes.
- Leadership needs to be collaborative and inclusive to draw on outside expertise
- An ability to get more ahead of the change with a change of focus from survival to planning.
- There is a call for an environment that is motivating and encouraging, and maybe peaceful enough for some thought.
- Devoting time to team motivation and morale--a focus on our people
- Definitely a call for collaboration and teamwork
- Effective leadership working to leverage combined strengths/talents

CHOICE OF COMMON METAPHOR (what might be a metaphor that summarizes what leadership needs to look like in the future)

- Connected leadership (at least one person also liked "Garage of innovators")
- Travel, relationship, bringing people together
- No images showing interaction between people rather than someone in lead etc.
- We are connected with other parts
- Inter-library connection, sharing resources, metadata

- No one metaphor fits entirely. Something of everything involved and it is not static. Leadership changes depends on circumstances and outside forces no one size fits all.
- Note that (leadership) changes based on transitions and where organizations are at the moment

WHAT ARE LEADERS ALREADY DOING WELL?

- Acknowledging the need to frequently survey user needs
- Exploring collaboration and consortia efforts; supporting professional development; encouraging experimentation and R&D
- Focus attention on new technologies and digital materials
- Working towards transparency in leadership/decision making
- Periodically engaging in strategic planning
- Thinking creatively about staffing and drawing from new areas
- Collaborating across institutional lines
- Communicating effectively/listening effectively - to all kinds of constituents; garnering resources, sometimes in creative ways; helping the people they lead feel that they are part of something worthwhile and their work is valuable; helping/allowing/encouraging the people they lead to try new things, bold things even
- Sharing more resources through shared portals/services
- Developing goals for the library as a whole

WHAT DO LEADERS NEED TO GET BETTER AT?

- Figuring out what we can give up so that we can tackle the new materials, services, and expectations
- Good library leaders are doing the things I mentioned in the last poll... But many library leaders need to get better at those things: garnering resources, often creatively; encouraging us to step out and try new things; communicating effectively at all levels; encouraging us to team up, even across library/dept./unit lines to meet our users' needs more effectively.
- Developing and supporting staff development in support of those goals (for the library as a whole)
- Fostering leadership
- Cultivating the next generation of leaders
- Balancing the enticement of quick gratification work (e.g. Things that lend themselves to good PR/press) with less splashy but fundamentally important long-view work (like infrastructure, policy, etc.).
- Fostering a environment tolerant of risks

- Developing basic infrastructure and making workflows more efficient

WHAT DO LEADERS NEED TO STOP DOING?

- Micromanaging
- Putting cart before the horse….
- …Especially with digital initiatives
- Like was said before, focusing on shiny things rather than foundational things
- Focusing on the area that's their area of specialty
- Trying to replicate what's being done elsewhere, regardless of context
- Yes to impulsive replication
- Asking us to take collections and funds that make no sense for us
- Amen!
- And yes!

PRIORITIZED LIST OF CHALLENGES (from POLL QUESTIONS ABOVE)

Challenge	%	n
Developing adaptive and robust technical infrastructure	100%	4/4
Effectively addressing budget cuts	75%	3/4
Digital collections processes	50%	2/4
Digital collections funding	50%	2/5
Rethinking collection development strategy given consortium sharing, digitization, institution mission, and funding	50%	2/4
Merging cultures across library units	50%	2/4
Balancing demands of open access and copyright law	50%	2/4
Robust staff development for a wide range of staff	50%	2/4
Digital collections staff expertise	25%	1/4

Focus Group II: Academic

Verbatim and Themes on External Conditions

Verbatim

- Need for new services, especially in regards to research data
- Expectations for all things to be online
- Less money for traditional activities
- Growth of digital content and attendant pressures (IT, IP, collaborations)
- Changing nature of research resources for faculty and academic community (no longer need to come to library physically)
- Journal subscription costs
- Changing modes of scholarly communications - like gold/green open access
- Patron expectations about space and use of space
- Pressures on all our revenue streams
- Open access / open educational materials
- More interest in online learning and flipped classrooms
- Move to digital
- Interest in how libraries might serve open textbook production
- Need for more space in main libraries driving need to offsite storage
- Changing nature of scholarly communication and thus expectation on library
- How to prioritize services and space
- Institutional repository outmoded not fulfilling the service originally planned to serve
- Dealing with space in all its forms to allow for other types of activities without regular input of funding
- Implications' on organizational design

Themes

This group didn't do this activity

Verbatim and Themes on Internal Challenges

Verbatim

- Allocation of internal resources to highest priority, future-oriented activities & functions
- Training and skills development for staff in new ecosystem
- Transition to a shared ILS
- Development, operation and maintenance of digital capabilities to support library mission

- Digesting the merger of our library and its functions into one organization
- Generating capacity for new activities
- Reformatting / redesign of physical spaces to keep up with shifting needs and continued growth of physical collections and service points
- Leveraging partnerships within and outside the university
- Integration of library services with other providers--both on campus, like it and dean of research, and off-campus, like hathi trust, meta-archive, dpn, etc.
- Leveraging the internet instead of competing with it
- Bringing the press into the library as a self-sustaining (even profitable) production unit
- Dealing with the change management/cultural change that are faculty are experiencing in response to some of the changes we are making
- Demonstrating value and aligning services to faculty and administration in the digital age. Justifying budgets (current and potential increases)
- Training and skill development
- Symptoms of larger issues, changing our mode - pushing things to the network so no longer the physical place where we get together
- Functioning in a network is vastly differences , we don't have the skills nor the organization structure for this new networked world
- Partnership and alignment, demonstrating our value to our faculty
- Getting aligned with academic programing
- No longer a warehouse but a place is where knowledge created
- A place for conversations
- Skills for a networked world = user experience, user outreach, collaboration, technology / technical, assessment & metrics, governance, intellectual property
- Difference from reactive to proactive in this new role in collaborative creation of knowledge
- Have to think what the role of the librarian in this networked knowledge creation function
- May have to think about the "labels" applied to staff and the implications of this.
- Embrace the fact that we will have a very diverse skill and background range in our staff
- A role will be service the customer regarding capability and functions available and may not be a "librarian"

Themes (from Poll)

- Training and skills development for staff in new ecosystem (including more agile broader skills)
- Reformatting / redesign of physical spaces to keep up with shifting needs and continued growth of physical collections and service points
- Development, operation and maintenance of digital capabilities to support library mission
- Leveraging partnerships within and outside the university the networked world
- Dealing with cultural change that faculty are experiencing in response to changes we are making
- Better alignment with academic programming
- Prioritization/allocation of internal resources to future-oriented activities & functions
- Reinventing the role of the librarian in the new networked world
- Becoming proactive in knowledge creation
- Integration of library services with other providers--both on and off campus
- Development, operation and maintenance of digital capabilities to support library mission

LEADERSHIP NOW AND FUTURE (Stimulated by group results of Leadership Metaphor report. What themes are you seeing about what leadership looks like now and in the future in our library systems?)

- Compare typical IT decision making culture vs. typical library culture. Big difference.
- But libraries have the advantage / character of being mission-driven. (A good thing...) IT is mercenary by nature. (also a good thing for that profession)
- Really, really agree with your points on decision making

WHAT ARE LEADERS ALREADY DOING WELL?

- Leading change with faculty
- Making hard decisions about resource allocations/reallocations
- We've talked a little about this already, but communicating the "story" of the library is crucial. This is something that's been fairly effective here with the adoption (and broadcasting) of the strategic plan
- Constantly articulating value of library and placing it in overall organizational strategy

WHAT DO LEADERS NEED TO GET BETTER AT?

- Project management
- Yes! Project management would be top of my list, too
- Yup
- :)
- What I see good library leadership doing well and making them successful is navigating ambiguity
- Partnerships outside the institution
- Also a +1 for comments on that one
- Being able to effectively work at network level and not just a local level - and being able to communicate the need to do so with staff (internal) and external with peers
- hmm, just another point that interest groups and committees are not project management teams!!

WHAT DO LEADERS NEED TO STOP DOING?

- Micro managing
- Quit hiring wunderkinds and alienating existing staff
- No more silver bullet solutions
- Stop doing projects that can't be sustained
- In other words - chasing shiny objects or people, thinking it will solve systemic problems
- +1 to ^^ that!
- Treating the symptoms and not the deeper issues
- And thinking in terms of projects only...rather than the idea of ongoing services
- Theme of short term v. Systemic problem solving

PRIOTIRITIZED LIST OF CHALLENGES (from POLL QUESTIONS ABOVE)

Challenge	%	n
Prioritization/allocation of internal resources to future-oriented activities & functions	100%	3/3
Development, operation and maintenance of digital capabilities to support library mission	67%	2/3
Reinventing the role of the librarian in the new networked world	67%	2/3
Training and skills development for staff in new ecosystem (including more agile broader skills)	33%	1/3
Reformatting / redesign of physical spaces to keep up with shifting needs and continued growth of physical collections and service points	33%	1/3
Dealing with cultural change that faculty are experiencing in response to changes we are making	33%	1/3
Better alignment with academic programming	33%	1/3
Becoming proactive in knowledge creation	33%	1/3
Development, operation and maintenance of digital capabilities to support library mission	33%	1/3

Focus Group III: Special

Verbatim and Themes on External Conditions

Verbatim

- The need for immediate responses to research inquiries 24/7 365
- Need for added value, changing priorities and concerns of clients
- Broader implementation of electronic health records
- Open access/open data - all matters relevant to data science, data management
- Mobile access to information anywhere anytime
- Telecommunications policy - e.g., net neutrality
- Pace of technology; lack of budget and other resources coming from outside (federal); open access move;
- Library managers needing to be more entrepreneurial and staff trying to keep up
- Also changes in nature of research methods, rising journal prices; instant demand for responses; growing amount of information online
- Hard to tell what people are looking for - fine line between different natures of the work
- What kind of work librarians want to do
- Causing hard to recruit students with right fit

Themes

This group didn't do this activity

VERBATIM AND THEMES ON INTERNAL CHALLENGES

Verbatim

- Tying job tasks to the mission of the organization, creating meaningful, challenging work, providing opportunities for growth, engaging staff
- Challenges include the disconnect that Amy mentioned between jobs available and what MLS grads want. Being a librarian requires a WIDE range of expertise, and it's hard to find candidates who welcome a lot of uncertainty in their job.
- Inability to hire because of funding, which means difficulty in bringing new talent into the organization; budget cuts forcing journal subscription cancellations causing unhappiness among the primary research constituency; being in the middle of the Institution's first capital campaign, thus more activity required for donor cultivation, events, travel, etc.;
- Budget, resource allocation

- Given our mission, continuous need to assess current users/usage, identify new potential users, new user needs, and adapt systems and services accordingly
- Designing new programs/systems for where users WILL be
- Outcome assessment requirements; finding new ways of making ourselves indispensable, that is, new services; institutional desire to respond to White House mandate on providing public access to scientific data, and determining if we have a role and what it ought to be; lack of skill in data management among staff
- Not seeing nimbleness and agile in those we want to recruit
- Have been saying this for many years but hard to motivate people round this
- Change fatigues but in some systems innovation is exciting to them
- Some of the tools aren't exciting anymore - big deal. People less interested in doing research
- Graduating librarians seem to be defining themselves more narrowly than what is required
- I have the same problem

Challenge Themes (From Poll)

- Tying job tasks to the mission of the organization
- Disconnect between jobs available and what MLS grads want.
- Creating meaningful, challenging work
- Providing opportunities for growth
- Hard to find candidates who welcome a lot of uncertainty in their job.
- Finding candidates that have a wide range of expertise
- Nimble and flexible staff
- Difficulty in bringing in new people
- Outcome assessment requirements
- Lack of skill in data management among staff
- Finding new ways of making ourselves indispensable, that is, new services
- Institutional desire to respond to White House mandate on providing public access to scientific data, and determining if we have a role and what it ought to be
- Some of the tools aren't exciting anymore - big deal
- People less interested in doing research
- Graduating librarians seem to be defining themselves more narrowly than what is required

LME ACTIVITY CHOICE - (few people completed LME survey before focus group and there was push back on this activity – arising out of confusion between instruction in e-mail and in the system. So this was a discussion on what had been done)

- Hard to pick just one metaphor. Different for different levels of leadership in the system
- One size doesn't fit all in the present or in the future
- If choosing for library leaders in future not just for me then **visionary landscapers** would have been a good choice
- People on the job finding it hard to look up so leaders need to be able to do that

WHAT LEADERS ARE ALREADY DOING WELL

- I think we have finally caught on to how to market our services
- Ability to convey to their staff their commitment to clients' outcomes, commitment to add value.
- They are able to stimulate new thinking about services and creating ways of marketing and promotion their libraries in new ways. They are able fund-raisers, so they can find the resources to try new things. They are approachable and able to create excitement within the staff to try new things. They are excellent communicators both up the chain and down with a compelling vision.
- Active identification and engagement with priorities of parent institutions
- Proactive engagement/embedding with user groups
- Aligning resources to meet priorities/user needs
- Further, they are able to convince those above them that they are "players" within the institution and must be included in the institution's priorities.

WHAT LEADERS NEED TO DO BETTER

- Find new ways to motivate and lead staff so that they grow the need to be more focused on (and able to talk about) client outcomes and their role in those outcomes.
- Convincing the decision makers in the organization that librarians and information professionals are a natural fit with analytics and Big Data projects and initiatives
- Work with other peers to promote libraries and library values as necessary ingredients for a civilized society, regardless of what happens with the printed book. Lobby with legislators and policy-makers to keep libraries on the agenda. Find good ways to measure outcomes and value to be able to translate that value into the new discourse surrounding information needs of all. Be aggressive with translating their enthusiasm and vision to all within earshot.

- More of what they are already doing better for BETTER QUESTION
- Further: find people who understand about Big Data and data management and bring them into the organization in some way, not necessarily through hiring.

WHAT LEADERS NEED TO STOP DOING

- Agonizing
- Micro-managing, if they are doing that; giving people authority to make decisions at an operational level, so they can concentrate on the things they need to be doing better and also more of what they're doing well.
- Maybe not stop, but perhaps do less of or do it in a different way----when we sometimes default to thinking that "if it's not broke don't fix it," or trying to hold tight to resources as our exclusive purview instead of training others to use them and serve as their resource in their use
- **Facilitator's Note: the issue of Big Data that didn't really surface until the Stop Start Continue discussion**

PRIOTIRITIZED LIST OF CHALLENGES (from POLL QUESTIONS ABOVE)

Challenges	%	n
Nimble and flexible staff	100%	4/4
Tying job tasks to the mission of the organization	50%	2/4
Hard to find candidates who welcome a lot of uncertainty in their job.	50%	2/4
Lack of skill in data management among staff	50%	2/4
Finding new ways of making ourselves indispensable, that is, new services	50%	2/4
Disconnect between jobs available and what MLS grads want.	25%	1/4
Creating meaningful, challenging work	25%	1/4
Providing opportunities for growth	25%	1/4
Outcome assessment requirements	25%	1/4
Institutional desire to respond to White House mandate on providing public access to scientific data, and determining if we have a role and what it ought to be	25%	1/4
Some of the tools aren't exciting anymore - big deal	25%	1/4
Finding candidates that have a wide range of expertise	0%	0/4
Difficulty in bringing in new people	0%	0/4
People less interested in doing research	0%	0/4
Graduating librarians seem to be defining themselves more narrowly than what is required	0%	0/4

Focus Group IV: Public

Verbatim and Themes on External Conditions

Verbatim

- Mobile technology
- Trend to digital content
- Local budget competition
- Increasing number of children (and families) living at or under poverty level.
- Lack of general understanding of what libraries actually offer
- There is so much to be access online than ever before and smart phones.
- Slow growth in population, aging population
- Increased bandwidth is a need
- Organized, vocal minority groups setting the public agenda for library sentiment
- Ditto, budget competition
- Young professionals and other young people leaving the community after graduation from college or some form of higher education.
- Broadband access
- And by extension, broadband capacity (i.e., through put)
- Increased demand for outcomes vs output assessment
- Need for a comprehensive community planning process for broadband and other essential growth elements.
- Brain drain as a result of senior leadership leaving and under prepared younger professionals to assume those positions
- Need to better articulate public library value proposition
- ...just as important as other agencies that keep use safe etc.
- Completely agree. Connecting library outcomes to the community's goals.
- Understanding and demonstrating metrics
- Healthcare costs of employees
- Swift innovation in marketplace can make our institutions seem irrelevant
- Replacement of brain drain by younger talent with appropriate skills
- What difference are we going to make in the community into the future e.g. Community problem solving
- Community building appropriate knowledge infrastructure - libraries have a significant role in this
- Creating assets for broadband access compared with other countries - we are falling behind in USA
- Major decline of brick & mortar bookstores in local communities

Themes

This group didn't do this activity

VERBATIM AND THEMES ON INTERNAL CHALLENGES

Verbatim

- Reinventing the role of librarian from sitting at a desk answering questions to being out in the community helping developing the key questions and the big answers.
- Worst case: disconnect from community needs due to institutional atrophy
- Providing adequate to senior library administration HOW to demonstrate the impact of initiatives on the community
- Library staff perceptions of their role/responsibilities beyond the traditionally perceived librarian
- The needed funding to keep up. Such as the cost of upgrading hardware and software.
- Adequate training and CE, I meant
- Lack of vision about how to recreate organizations swiftly while keeping basics intact
- Developing the curricula and training programs that help develop facilitation and other skills needed to work in the larger community
- I agree. It is hard to get people to think outside the library stereotype.
- Convincing the state government that the employer's share of health/retirement contributions should be the same as teachers and not independent of them, since we are sister fields and work together
- Education library trustees and getting commitment from them to advocate for and support a new and expanded role for the library as convener, facilitator and problem-solver.
- Tech infrastructure/training is too limited- in all but the best, most forward libraries
- Agree on trustees!
- It is hard to get our funders to give us the funds to make a difference and show what we have to offer to make a difference in the community.
- Getting a seat of authority at the table of county managers and commissioners to demonstrate the value of libraries
- Lack of connection to civic decision making /decision makers
- The issue of trustee knowledge is HUGE
- And once you have the seat, demonstrating why process and product are better with a librarian at the table.
- Inability to convey value beyond books in all conversations...
- Also knowing when to stop doing activities and pivoting to the new - intentionally

- Also, the lack of opportunity to be creative and fail forward. This is how innovation occurs, yet I've seen too many instances where we fail once and get crucified.

DISCUSSION OF CHALLENGES (captured by Facilitator)

- Thinking outside the library stereotype
- Understanding and owning our value (we are not aware of internally)
- Fitting in the larger agenda
- For example, being aware and owning learning for children
- Branding issue (promise) what are we communicating to people (Greek v. English)
- Still look like the old library do what we have always done (when they walk through the doors they see it is different)
- Language can make the difference e.g. the word library itself
- Do we need to strategically reposition as something other than a library
- Brand is strong but maybe need to reposition what that means
- Demonstrating the value in the community rather than being behind a desk in the library
- How do we change the perception nationally not just locally

Challenge Themes (From poll above)

- Reinventing the role of librarian from sitting at a desk answering questions to being out in the community helping developing the key questions and the big answers.
- Providing adequate to senior library administration HOW to demonstrate the impact of initiatives on the community
- The needed funding to keep up. Such as the cost of upgrading hardware and software.
- Lack of vision about how to recreate organizations swiftly while keeping basics intact
- Developing the curricula and training programs that help develop facilitation and other skills needed to work in the larger community.
- Convincing the state government that the employer's share of health/retirement contributions should be the same as teachers and not independent of them since we are sister fields and work together.
- Education library trustees and getting commitment from them to advocate for and support a new and expanded role for the library as convener, facilitator and problem-solver.
- Tech infrastructure/training is too limited- in all but the best, most forward libraries.
- Getting a seat of authority at the table of county managers and commissioners to demonstrate the value of libraries.
- Lack of connection to civic decision making/decision makers.

- Once you have the seat, demonstrating why process and product are better with a librarian at the table.
- Also knowing when to stop doing activities and pivoting to the new - intentionally.
- The lack of opportunity to be creative and fail forward. This is how innovation occurs, yet I've seen too many instances where we fail once and get crucified.

THEMES FROM DISCUSSION ON METAPHORS OF LEADERSHIP NOW AND FUTURE

- Embrace of change
- One overarching theme I'm seeing is this sense of major ambition. We are all highlighting how we are striving to reach audacious goals and not just focused on the myopic.
- Energy, movement, flexibility
- Flexibility in practice
- Energy and ambition are good things
- Attuned to shifting landscape
- Shared ownership, teams
- Significant commitment from the members involved with reaching the goals
- A sense of ownership and competency is important
- Recognizing the value of networks to GSD
- Leadership at all levels
- It is essential to draw on the collective wisdom, experience and talent of the whole organization
- Also accountability at all levels
- Vision not top down--more holistic
- Recognition of contributions at all levels; along with expectation of contributions occurring at all levels
- Recognizing that leadership is just as much about influence as the job title
- Importance of deliberations/and iterations that occur in collective work
- Team building and outreach to community.

WHAT LEADERS ARE ALREADY DOING WELL

- Create organizational change that is nimble
- Articulating future-forward visions
- Defining ourselves and acting as if we are community, not just library, leaders
- Catch 'new and desired' practice and give it recognition so that others can use as a model for their own work
- Engaging the team, not just relying on self

- In some cases, recasting library in digital space
- Collaborating with others.
- Excellent communicators
- Learning to be systems thinkers; minding our shops and developing our organizations by facilitating process review and continuous improvement
- Allowing for ambiguity/not knowing the answer
- Responding to broad community needs and articulating how
- Learning how to attract the RIGHT partners and manage partnerships effectively
- Move the better evaluation what is being done. Outcome based.
- Sifting through short term hype/panic situations

WHAT LEADERS NEED TO DO BETTER

- Communicating externally
- Building talent
- Assessment
- Organizational development -- not enough of us are trained in the tools that lead to better systems
- Creating partnerships that have value and are measurable in their outcomes/impact
- It's more so evaluation
- Unpacking stymied institutions
- Collecting and analyzing the most relevant data for decision-making

PRIOTIRITIZED LIST OF CHALLENGES (from POLL QUESTIONS ABOVE)

Challenges	%	n
Lack of vision about how to recreate organizations swiftly while keeping basics intact	80%	4/5
Once you have the seat, demonstrating why process and product are better with a librarian at the table.	60%	3/5
Reinventing the role of librarian from sitting at a desk answering questions to being out in the community helping developing the key questions and the big answers.	40%	2/5
The needed funding to keep up. Such as the cost of upgrading hardware and software.	40%	2/5
Education library trustees and getting commitment from them to advocate for and support a new and expanded role for the library as convener, facilitator and problem-solver.	40%	2/5
Tech infrastructure/training is too limited- in all but the best, most forward libraries.	40%	2/5
Getting a seat of authority at the table of county managers and commissioners to demonstrate the value of libraries.	40%	2/5
Lack of connection to civic decision making/decision makers.	40%	2/5
Also knowing when to stop doing activities and pivoting to the new - intentionally.	40%	2/5
The lack of opportunity to be creative and fail forward. This is how innovation occurs, yet I've seen too many instances where we fail once and get crucified.	40%	2/5
Providing adequate to senior library administration HOW to demonstrate the impact of initiatives on the community	20%	1/5
Developing the curricula and training programs that help develop facilitation and other skills needed to work in the larger community.	20%	1/5
Convincing the state government that the employer's share of health/retirement contributions should be the same as teachers and not independent of them since we are sister fields and work together.	0%	0/5

INSIGHTS FROM ACROSS ALL FOCUS GROUPS

Insight	I	II	III	IV	Competencies (From CCL Library of Competencies)
Collaboration	X	X	X	X	**Working across Boundaries:** *Works across the organization to build collaborative relationships. Understands the political nature of the organization and works appropriately within it.* **Builds Collaborative Relationships***: Knows how to build working relationships with others; can negotiate and handle work problems without alienating others; can get others' cooperation in non-authority relationships.* **Influencing Across the Organization:** *Good at promoting a vision; able to persuade others.*
Thinking and Acting Strategically	X	X	X	X	**Demonstrates Vision:** *Understands, communicates, and stays focused on the organization's vision.* **Business Perspective:** *Understands perspectives of different functional areas; has a firm grasp on external conditions affecting the organization.* **Strategic Planning:** *Develops long-term objectives and strategies; translates vision into realistic business strategies.*
Developing Others	X	X		X	**Delegates: Effectively:** *delegates responsibility and allows employees the freedom to learn through their experiences.* **Developing and empowering:** *Offers constructive feedback and encouragement; delegates work and encourages individual initiative.* **Develops employees***: Coaches and encourages employees to develop in their careers* **Gives feedback***: Can provide effective feedback at the appropriate moment* **Leading employees***: Attracts, motivates, and develops employees* **Mentors others:** *Provides a climate that supports growth of others* **Selecting, developing, accepting people***: Sizes up people well; tolerant of idiosyncrasies and patient with others; good counselor and mentor; brings out the best in people; offers others appropriately challenging assignments and the opportunity to grow.*
Innovation/Embrace Risk Taking	X	X		X	**Innovation:** *Integrates knowledge, perspectives and approaches to create new outcomes. Forms novel associations and ideas that create new and different ways of solving problems.* **Initiates Organizational Innovation:** *Visionary; seizes new opportunities and generates new ideas; introduces needed change even in the face of opposition.* **Risk Taking, Innovation:** *Visionary; seizes new opportunities and consistently generates new ideas; introduces and creates needed change even in the face of opposition* **Problem Solving:** *Getting information, making sense of it; problem identification* **Insightful: sees things from new angles:** *Other people admire this person's intelligence, particularly his/her ability to ask insightful questions* **Recognizes trade-offs:** *Recognizes that every decision has conflicting interests and constituencies and balances short-term pay-offs with long-term improvement*

					Sound judgment: *Makes timely decisions; readily understands complex issues, develops solutions that effectively address problems*
Navigating Ambiguity		X		X	**Manages Conflicting Perspectives:** *Recognizes that every decision has conflicting interests and balances short-term payoffs with long-term improvements.* **Adapts:** *Can adapt to changing business conditions and is open to new ideas and new methods.* **Embraces flexibility:** *Thinks "out of the box" and adjusts to changes easily.*
Acting Systemically			X	X	**Acts Systemically:** *Understands the political nature of the organization and works appropriately within it. Establishes collaborative relationships throughout the organization*
Influencing			X	X	**Influence:** *Inspires and motivates others to take action. Promotes an idea or vision; persuades.*
Leading Change				X	**Promotes Organizational Transition:** *Supports strategies that facilitate organizational change and positions the business for the future.* **Change management:** *Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.* **Leading change:** *Supports activities that position the business for the future; offers novel ideas and perspectives*
Effective Decision Making				X	**Organizational Decision-Making:** *Makes timely decisions; readily understands complex issues; develops solutions that effectively address problems.* **Courage:** *Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.* **Decisiveness**: *Prefers quick and approximate actions in many management situations* **Makes decisions:** *Is skilled at analyzing problems and making clear decisions* **Taking action, making decisions, following through**: *Action-oriented and decisive; follows through.*

Although the following core competencies were not identified in this discovery work, CCL recommends that they are addressed by any leadership development initiative emerging from this discovery work

Self-Awareness: *Has an accurate picture of his/her strengths and developmental needs. Compensates for his/her weaknesses.*

Influence: *Inspires and motivates others to take action. Promotes an idea or vision; persuades*.

Communicating Effectively: *Expresses ideas clearly. Expresses ideas fluently and eloquently.*

Learning Agility: *Learns from experience within an organizational context. Treats all situations as an opportunity to learn.*