



# Answering the Call for Leadership

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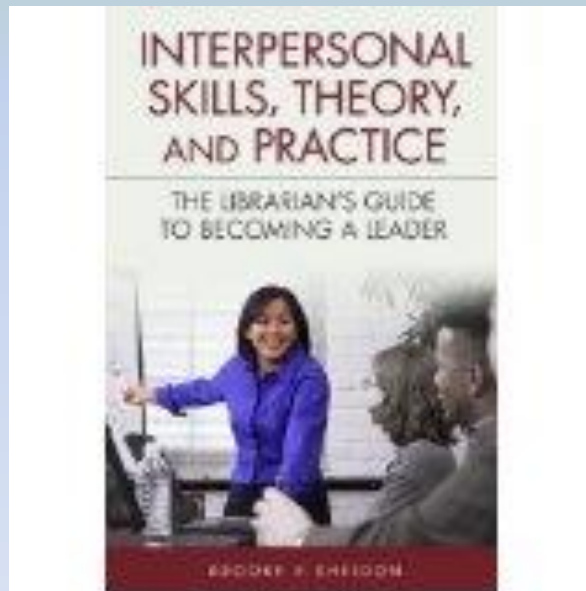
# Objective



- Start to create your individual leadership development plan

# Resource

- Sheldon, Brooke. *Interpersonal Skills, Theory, and Practice: The Librarian's Guide to Becoming a Leader*. Santa Barbara, CA: Libraries Unlimited, 2010.



# Leadership Qualities

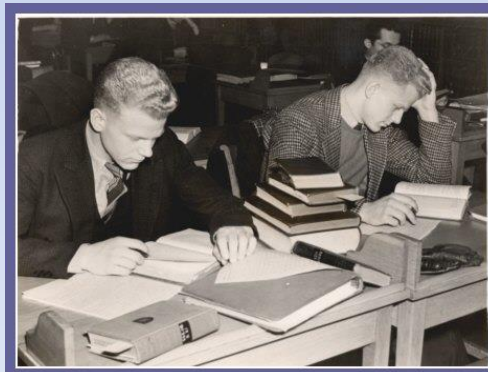
- 1. Attention through vision
- 2. Meaning through communication
- 3. Trust through positioning
- 4. Positive self-regard

(Bennis)



# Traits of Library Leaders

- 1. Vision
- 2. Commitment to Public Libraries
- 3. Courage and Risk Taking
- 4. Openness to Others
- 5. Political Savvy
- 6. Professional Involvement
  - (Sheldon)



# Mentor

- A person who takes an exceptionally strong interest in the professional development of the mentee.
- (Sheldon)



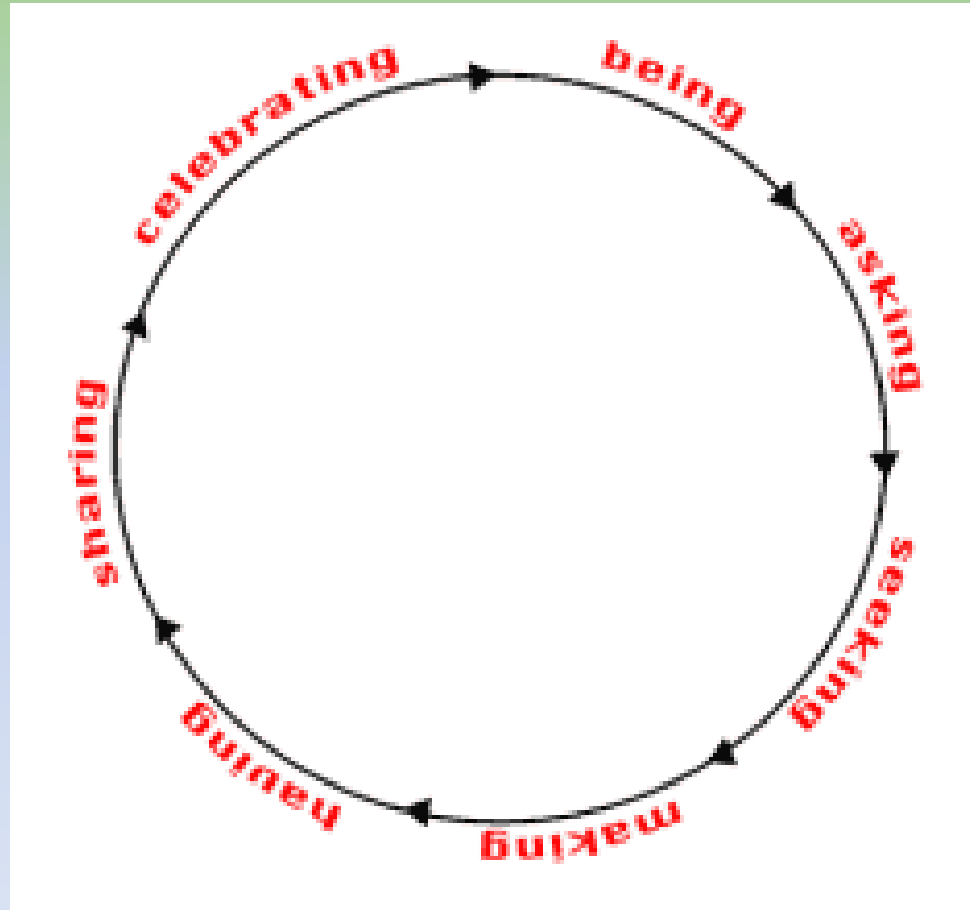
# Agenda

1. Leadership Theories
2. Your Leadership Potential
3. Listening

4. Small Groups & Teams
5. Motivation
6. Conflict
7. Creating Positive Change



# To lead a fulfilled life ... (Cajete)





# The cycle of experience leads to ...

(Cajete)

- One's true face  
(character, potential,  
identity)
- One's true heart (soul,  
creative self, true  
passion)
- One's foundation (true  
work, vocation)



# 1. Leadership Theories

- Great Man Theory (unique individual)
- Trait Theory (qualities: e.g., vision)
- Art of Inducing Compliance (inducing others)
- Path-Goal Theory (rewards for compliance)
- Transformational Theory (charisma; raising levels of aspiration)
- Emotional Intelligence (social and emotional abilities)

## 2. Your Leadership Potential

- Self-assessment: Who are you?
- Self-analysis; Reflection
- Understand your authentic self
- Your values
  - (1) Understanding your preferences in dealing with people;
  - (2) Examining one's strengths



# I. Personal Values

- Inclusion
  - Loyalty
  - Kindness
  - Helpfulness
  - Family/Whanau
- Your values:



# Professional Values

- Advocacy for Libraries & the Profession
- Diversity
- Education & Lifelong Learning
- Equitable Access to Information & Library Services
- Intellectual Freedom
- Literacy
- Organizational Excellence
- Transforming Libraries

# 3. Listening

Active/Empathetic Listening:

1. Other-directed
2. Non-defensive
3. Imagine the other's roles/experiences
4. Listen as a receiver

Non-verbal: posture; nodding & smiling; eye contact; gestures

# 4. Small Groups & Teams

What causes dysfunction?

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Focusing on results

# 5. Motivation

- Can you inspire?





# 6. Conflict

- Do your homework
- Be sure of your facts
- Attack the issue, not the person expounding on it

Describe

Express

Specify

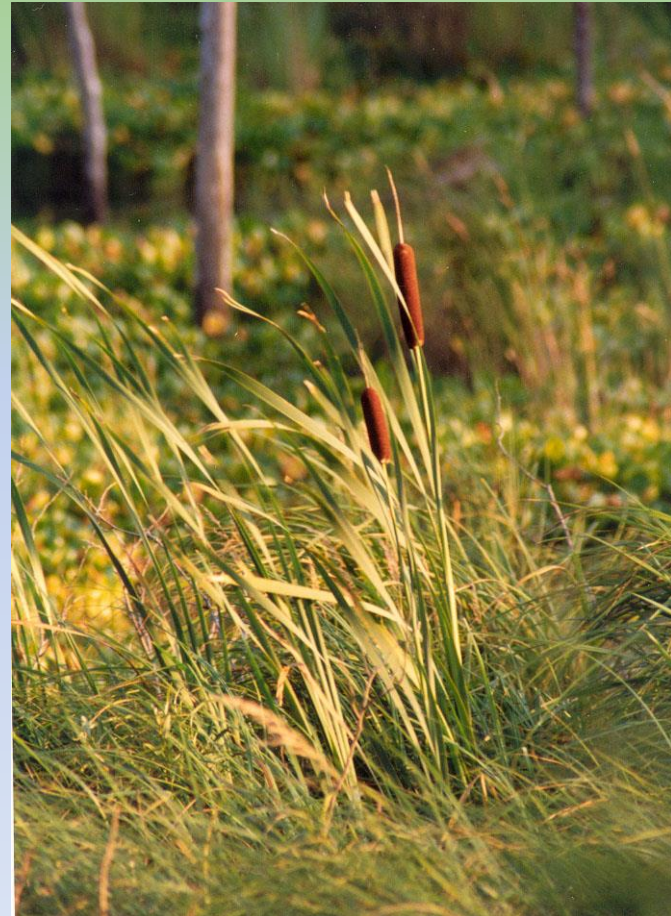
# 7. Creating Positive Change

- Listening
- Communicating clearly
- Involving
- Being fair
- Encouraging risk taking
- Encouraging multiple points of view
- Being consistent

## II. Personal Definition of Leadership

- the ability to show the way
- What is indigenous leadership? Using culturally based approaches to show the way

(Photo credit: Della Nohl)



# What is your definition?

# What does it mean to be an indigenous leader?

A leader is a sheltering rata tree:

- Dedicating
- Stability
- Confidence
- Standing tall
- Cares

A leader is a totara tree standing tall:

- Standing tall
- Presenting oneself
- Dressing up
- Source of pride
- Never sacrificing the people

# What does it mean to be an indigenous leader?

A leader is a rock:

- Steadfast and strong
- Fully committed
- Going the extra mile
- Handle difficult situations



A leader is a waka (canoe):

- Ensuring essential services
- Ensuring status
- Ensuring all are functional
- Ensuring respect

# We learn from many directions (Cajete)

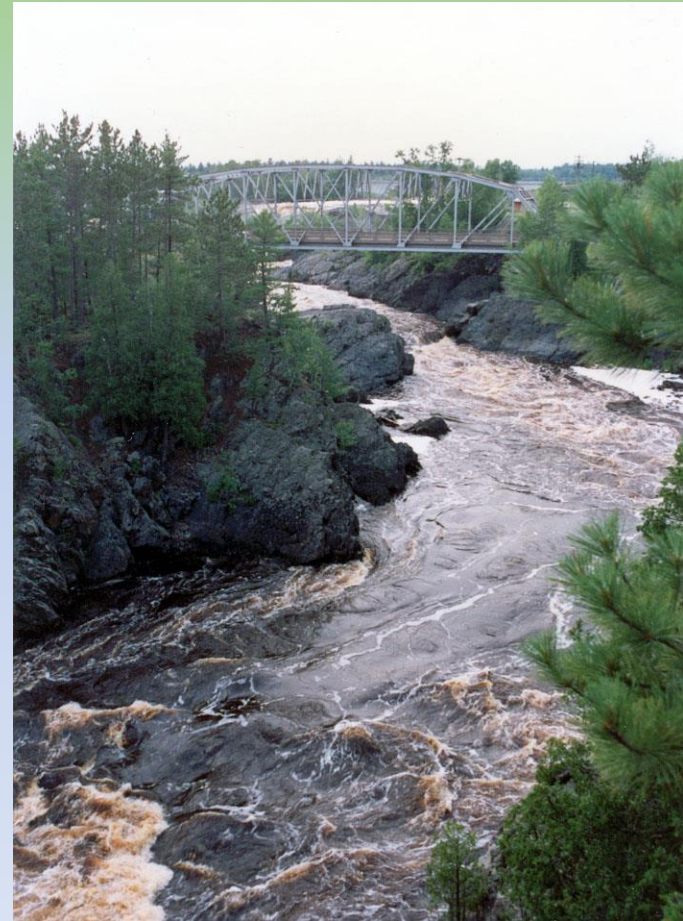


# “Being a good leader,

- Someone deserving the respect of the people, is a challenge in itself. To accept the challenge and to lead well is a mark of true leadership.”

(Peacock & Wisuri, 2006)

(Photo credit: Della Nohl)





# III. Your personal mission statement (5-7 years)

- Over the next 5-7 years I hope to ...

# IV. Goals

- What are my goals for writing?
- What are my goals for local professional service?
- What are my goals for teaching?

# V. What are my objectives?

# VI. Essay

- How do you hope to achieve your dreams of having a fulfilled life and the contributions you hope to make as a leader?

# Persistence

- He manga wai koia kia kora e whitikia.
- It is a big river indeed that cannot be crossed.
- “Given time and effort most things are achievable, but let us always understand our human limitations.”

(Grace & Grace)

(Photo credit: Della Noh)



# Persistence

- E hi ake ana ate atakura. He tio, he huka, he hauhunga.
- The red dawn comes with a sharpened air, a touch of frost, the promise of a glorious day.
- “A wish that challenges will be met and that futures will be bright.”

(Grace & Grace; Photo credit: Della Nohl)



# Risk-Taking

- He taru kahika.
- “Walk on, as it is only summer rain falling.”



(Grace & Grace)

# Followers

- Maika'i ka hua I ka maika'i o ka lepo.
- “Good soil brings forth a good harvest: a righteous leader has many followers.”
- He mai'a ua pa;a I ke ko'o.
- “A banana tree well supported by props. A person well supported by his followers.”

(Parker)

(Pukui)





# Recognize the Need for Future Leader

- Ka mate he tete, ka tupu he tete.
- When a chief dies, another comes forth.
- Hinga atu he tete kura, ara mai he tete kura.
- One fern frond falls as another unfurls.

(Mead & Mead)

(Grace & Grace)



# What are the Challenges?

- You may be alone
- You are responsible
- You are sold on the organization
- You may need to strive for balance
- You may be treated differently by others



# Being Treated Differently

- “crabs in a bucket”



Tall poppy:

- “A conspicuously successful person whose distinction attracts envy or hostility.”

Tall poppy syndrome:

- “The tendency to disparage or cut down to size high achievers etc.”

(Deverson)

(Photo credit: Della Nohl)

# The Rewards of Leadership

- Financial
- Recognition
- Doing well
- Knowing more
- Learning more
- Opportunities



# Resources

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# Megwitch ...



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