

Librarians As Leaders: The Strength From Within



by

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Leaders and Leadership

- “A focus on leaders emphasizes the personal qualities of the individual; a focus on leadership emphasizes the methods that secure the ongoing good of the firm, and in the process, also builds future leaders.”

Ulrich, D. and Smallwood, Norm. *Building a leadership brand*.
Harvard Business Review (July – August 2007) p. 96.

Leaders vs Managers

- A. Nahavandi

■ Manager

- Focus on the present
- Maintains status quo and stability
- Implement policies and procedures
- Remain aloof to maintain objectivity
- use position power

■ Leader

- Focus on the future
- Create change
- Create a culture based on shared value
- Establish an emotional link with followers
- Use personal power



Who is a leader?

- Dedicated to turning ideas into services
- Influences individuals and groups within an organizations to achieve goals
- Knows the difference between output and outcome
- Bring out the best in their followers and empowers them



Leader's Characteristics

- Has vision
- Is courageous
- Is determined
- Takes personal responsibility
- Uses good judgment
- Is accountable
- Learns from mistakes
- Exceeds expectations
- Inspires trust
- Displays humility
- Is energetic and optimistic
- Has integrity

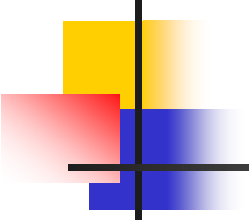


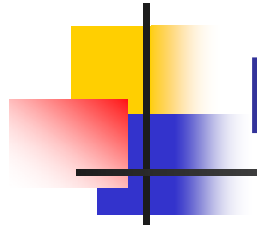
What is leadership?

- Leadership is doing, not merely achieving –
“walk your talk!”
- Is a continuous process
- Deals with relationship between the leaders and the followers
- Requires no hierarchal position
- Seeks balance between ‘the scientific side’ that gets the job done, and ‘the artistic side’ that motivates others

Contextual Leadership

- Zigarami, Fowler and Lyles

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- Behaviorally based on five leadership practices of preparing, envisioning, initiating, assessing and responding
 - Provides a consistent process that links the five contexts:
 - Self context
 - One-to-one context
 - Team context
 - Organizational context
 - Alliance context



Leadership Model



Leadership Power

- Role power
- Personality power
- Knowledge power



Leadership Branding

- Establish the prerequisites of leadership
- Connect the executives' abilities to what is being established
- Assess leaders against the statement of leadership brand
- Invest in broad-based leadership development
- Track the long term success of leadership brand efforts

- D. Ulrich and N. Smallwood, 2007



Why be a leader?

- An opportunity – and responsibility – to influence the world to be a better place.
- In post-Enron context, how success is accomplished is as important as what is accomplished – leadership matters!
- The only difference between stumbling blocks and stepping stones is the way you use them.



Your thoughts?

- Describe a situation in your library that you believe should change.
- Identify two 'items' that are needed to make that change – could be people or product.
- Choose one and speculate on how that can be obtained.
- How would you make that happen?