

LIANZA Kōtuku Programme – nurturing our emerging leaders and finding more...



Hi everyone,

I'm Christine Busby, the chair of the Emerging leaders working group for LIANZA, and I'm involved in the Kotuku Emerging Leaders Programme that LIANZA is running. I'm here to talk to you today about library leadership and also tell you about what LIANZA is doing to find our emerging leaders, and nurture them. This is something that's vital to the profession, and we keep hearing this over and over again, it came up at the Future of Libraries summit recently, that as libraries are constantly evolving and changing, we need strong leaders to take us all forward. This goes for libraries across all sectors of course, and for people at any stage in their career. Some of this comes down to workforce planning and the eternal "Greying of the profession" struggle, and some of it is about succession planning – but this goes bigger than those things.

So – I'll have a quick chat about what leadership is, how you can be a leader from any position, before moving onto the Kotuku programme and resources that are available to you. Hopefully some of this will inspire you to apply for the Kotuku cohort for 2016, or to encourage people that you know to apply.

Leadership



So: What is leadership?

To lead is a process

Leaders need followers

Leader needs to use their skills to motivate people to action

The group must have a common goal

You must do it for the right reasons

Why do libraries need leadership?

- Period of rapid change
- Risk of being left behind
- Have to accept that doing the same old thing isn't enough
- Flexibility and innovation
- Opportunities to make a significant difference to our communities need to be grasped
- Small and large opportunities out there

And – what is library leadership, as opposed to any other type of leadership? Why should you be thinking about library leadership courses, as opposed to educational leaders or local government leadership courses etc? In short – read widely, and take any leadership opportunity you can, regardless of the setting. The idea behind being a good library leader is being a good leader..in a library. The idea behind the LIANZA leadership material is that it takes into consideration the library background and

setting that our leaders will be part of. I'll talk about the curriculum shortly, but needless to say, we use library examples, and scenarios that are real for librarians.

We need leaders who can move into management within organisations; we need leaders who can take the professional associations forward through holding office in LIANZA and other associations, and we need people at all levels throughout the industry who are able to assume leadership in non-managerial roles, to ensure it has a vibrant future.

What skills will future Library leaders need?

- ▶ Adaptability
- ▶ Self-awareness
- ▶ Creativity
- ▶ Risk management
- ▶ Change management
- ▶ Strategic planning and thinking
- ▶ People comfortable with ambiguity and a fast pace of change
- ▶ Interpersonal skills
- ▶ Advocacy
- ▶ Relationship management
- ▶ Communication

So – what are some of the skills that these future leaders are going to need?

Things are going to keep changing. That will never change (ha), so, being adaptable, comfortable with ambiguity and a fast pace of change is vital. We're a people profession, so interpersonal skills, relationship management and communication will remain vital. There's elements of planning around change management, strategic planning and innovation. And, come along on Wednesday to hear more about this – but advocacy., Library leaders need advocacy skills.

Some of these skills may sit outside traditional core library skill sets, so are being presented from a library perspective

5 things that leaders do

▶ A leader will:

- Do things
- Focus on what is good for the group not for themselves
- Build good networks and maintain relationships
- Be aware of their own behaviour and communication styles
- Continue to learn and grow their leadership skills.

How can you tell if somebody is a leader, or displaying leadership tendencies? It's important to recognise that a leader is not necessarily a good manager, and a manager is not necessarily a leader. This is a difference between these two sets of skills – both very important of course, but different. Management is more transactional, while leadership can be transformational. I am an example of somebody who is probably a better leader than manager. Don't ask me about budgets, but do ask me about strategic planning and the amazing plans I have for community engagement. Annual leave balances? I'm not bothered. Luckily I have a member of my team who is, and who looks after this stuff for me.

But – what are some things that leaders will do? How will you recognise a leader?

Firstly – they'll do things. I have something on my wall that says “quit slackin and get shi* done” – it's one thing to come up with the ideas- you gotta see them through
Secondly – do what's good for the group, not just for themselves. I struggle with this one...

Thirdly – they've got networks in place, people know who they are, they have relationships with a number of people in the community and sector

Fourthly, and I'll come back to this one – they're highly self aware and know their strengths, weaknesses, and how they act and communicate with others

Finally – they continue learning and developing their leadership skills. Forever. This never ends.

5 things that you can do (as a leader)

- ▶ **Do things**
- ▶ Don't drift, take responsibility for building the future
- ▶ Gain confidence, skills
- ▶ Understand the bigger picture
- ▶ Take opportunities for yourself, and make opportunities for others

Again – do things. Don't just come up with the idea – if you want something done, see it through.

If you want to develop yourself, or your library – you need to take responsibility for this. Yes, your manager or workplace may support you, but nobody will motivate you the way that you can. It's all on you.

Practice your leadership skills any chance you get – online, in your community or social groups or sports team. Apply for secondments. Get involved in projects that may not immediately seem relevant to you. Mentor other people to be leaders. Get involved in your professional association. Get online if you are geographically isolated. Put your hand up for everything. Take morning tea in – that's social leadership.

See where you sit in your organisation – make sure you know what's going on with everyone, all the time. Understand what's going on in the school library sector, in your school, in your region the big issues, even if they're not directly related to you.

Part of leadership is passing the baton too. When you see somebody who you think would make a good leader, encourage them. Support them. Mentor them. Give them the chances you wish somebody had given you.

What different ways can you lead?



Image: <https://www.flickr.com/photos/wfryer/1160040021#>



So – have a quick chat to your neighbour about ways you think you can lead when you get back to work.



Leaders and people who aspire to be leaders need to know themselves, and be aware of their personal strengths and weaknesses. A personality test can provide insight into how a person works and communicates with others.

Any librarian who is interested in becoming a leader should try to ascertain what their strengths and weaknesses might be, while all the time remembering that there is no set 'type' of leader, and that leadership can come in many different guises. With some understanding of themselves, it will put them in a stronger position to discuss their future with managers and mentors.

These images are all from 16personalities.com and I really recommend that you take one of the tests – even if you don't want to be a leader, it's really interesting in terms of how you work as part of a team and how you are in a relationship etc. Obviously, take this with a grain of salt, but – it's quite cool.

We wanted to be very clear that there is not one leadership personality type. Interestingly, we used a version of the MBTI and found that the current Kōtuku cohort leans heavily in one direction, and it will be fascinating to observe the make-up of cohorts in the future, as people of all personality types can be leaders. We're also seeing that personality types are changing through the year (though technically myers briggs says that can't happen.)

So – the main point here is that it doesn't really matter what your personality type is

– the more important thing is to have a high level of self-awareness, and a recognition of the differences in how you may deal with things in comparison to people of different ‘types’.

Also, I’m aware that some of your personality types will be driven completely wild by the fact these are all different sizes and placed randomly. I’m not sorry.

Summary of being a leader

- ▶ Be brave and believe in yourself
- ▶ Be alert for opportunities
- ▶ Never stop learning
- ▶ Be aware of yourself and how other people behave and think
- ▶ Understand the big picture
- ▶ Develop your skills
- ▶ Plan and do



The name Kōtuku: LIANZA Emerging Leaders Programme

We wanted to give the LIANZA Emerging Leaders Programme a distinctive name that people in the library industry can recognise and relate to, and that firmly places it in a New Zealand context.

Kōtuku is a New Zealand bird, also known as the white heron (*egreta alba modesta*). It is one of the rarest birds in the country, and one of the most beautiful. It lives in more remote parts of the country, breeding only at Okarito in Westland.

For Māori, the kōtuku is pure and beautiful and special, and being compared to a kōtuku is highly complimentary. Significantly, it represents all the people who live here: it is the traveller, who has chosen to come to Aotearoa and to stay.



This is Kotuku 15. We have representatives from across a range of sectors, the north island and south, cities and small towns, some relatively new professionals, some people who have been in the profession for a number of years.

13 Emerging Leaders, carefully selected from the applications received late last year landed in Rongotai, Wellington – far away from town that they couldn't be distracted by retail therapy, close enough to good coffee to make up for the blustering winds and sandy beds..not quite enough to make up for the cold showers on the first morning though..

It was amazing to see how the group transformed between arriving on Thursday night, to the hugs and contact we've already seen since the Camp finished on Sunday. The hope is that by bringing the group together at the start of the programme, networks and relationships are formed, enabling a close cohort to work together online for the year.

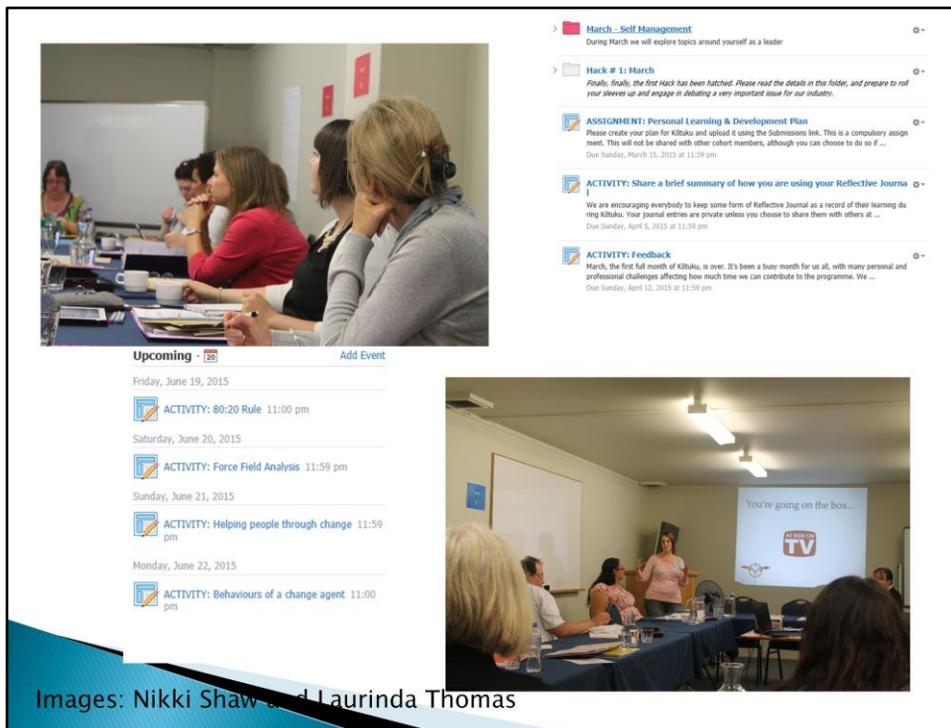
We had two intense days of lectures, guest speakers, workshops, panel discussions and a lot of self-reflection. We covered topics such as public speakers, advocacy, career planning, just what is reflective journalling (and why it's important), how the cohort would work together, personality tests, tips and hints from established leaders on becoming a leader (secret tip: take every opportunity you can, put your hand up all the time), and got to know each other. Bringing everyone together at the start of the year enabled everyone to put faces to names, and get to know each other. And

we know these relationships have continued throughout the year. In fact, right now, two of them are presenting next door/in the other room. They hadn't worked together before the programme.

The cohort has been working together using online learning management system Schoology, video conferencing app Zoom, and a Wikispaces wiki. Their names will be popping up around the place in regards to working with Library Associations. Are they suddenly going to apply for your management role? Are we going to have the biggest LIANZA President elections in known memory? Not necessarily. It's important to remember that each of our cohort members wants different things from this programme, and while we know they will all make a difference, some of it may be behind the scenes.

We consider that effective leadership training needs to occur over a period of time to enable people to apply lessons to their day to day roles, and be able to use their new skills and knowledge over that time, with support provided by their mentors and the rest of the cohort. This is part of the knowing>doing>being continuum. While a week of classes and readings may distribute the same level of content to the participants, by spacing the programme over the year, we are encouraging participants to continually learn, reflect and take on new roles, tasks, activities and learnings. The decision for an ongoing programme also reflected the choice for an online programme to enable people from regional areas, with families and other responsibilities, to participate.

Next month, just prior to LIANZA Conference, the cohort will come together again and graduate at the conference. It's been such a privilege watching them develop and grow as the year has gone on.



So – what is Kotuku for us?

Immersive emerging leadership programme

- 8 months in 2015
- High quality
- Low cost
- Experience, support, discussion and reflection
- 12-15 people
- Personal member of LIANZA
- Ready for taking a big step in their leadership development

The cohort keep in touch using a free classroom app. Each week they have a new module with activities, readings, plenty of chance for personal reflection, some of which is shared and some they can keep to themselves. Each member of the cohort keeps a reflective journal which is for themselves. We have had 2 hacks where we've asked this group for ideas on some of the big issues facing the profession – this has included getting staff to stay up to date with technology, and also looking at the library qualifications frameworks in NZ. We have one 'live' session a month, every thing else can be done in their own time. We're very flexible – people have real lives, and it's important that they do not get bogged down in this. We point out that if they're really interested in one topic, and less so in another, they can exert more energy at particular times.

The cohort have taken off in leaps and bounds. They approach each other for advice, help. They start their own discussions. They're an amazing group who are going to have amazing careers.

. As at August 2015, more than half the cohort have changed roles, some within their organisations and others moving to new employers; there has been considerable involvement in LIANZA and other professional associations through membership of working parties and committees, conference organising groups, and initiating and organising events. There was a strong Kotuku presence at LIANZA's Future of Libraries Summit, and conference papers and articles are being written. Each member is on their own journey of leadership development. Would they have been successful in this without the programme? Possibly. However, the anecdotal evidence shows that the participants have gained confidence and skills through Kōtuku that encouraged them to apply for these new roles, volunteer for opportunities and try these things out

But what does the cohort say?



Kotuku not only helps you develop as a leader but also shows you how you already lead!

Kotuku connects you with other library people from all round the country, in all different sectors - you learn so much from the other participants, and make some great friends!

Be prepared to work hard, to extend and challenge yourself and your thinking. Be prepared to be courageous, to look honestly, critically but kindly at yourself, others, your organization and the profession. A significant commitment and not for the faint of heart. Remember you're developing yourself so you can give back. Lynley and all the Kotuku team have created a safe, stimulating and nurturing environment to achieve your leadership goals. More than just leadership development! Learn, Share, Reflect. and then... Just (keep) DO(ing) IT! ... ok, i stop now.

Learn. Lynley and the team have put in a lot of work and are continuing to do so, you can't help but become involved.

Yes it's partly what you know, but who you know is important and we've been introduced to some amazing people in our profession already, and this includes guest speakers and other members of Kotuku.

You are not alone on the journey, Kotuku can guide you and introduce you to someone who understands your situation and needs.

It's important to challenge yourself and Kotuku does that. It gives you the tools and support to delve into leadership topics and apply them practically in your work and personal environments. I would tell people who are even just a little bit interested in Kotuku to go for it! Yes, it's a big commitment but the knowledge, camaraderie and professional connections you will make are more than worth it.

It's so wonderful to be in an environment where you feel safe to discuss a wide range of topics, in an honest and invigorating way with a group of diverse and amazing like-minded librarians. You don't need aspirations of being a big hot shot library manager to want to do this course. Even if it's something as little as improving your meeting skills, or getting to know yourself better then Kotuku will arm you with leadership skills so you can lead from any position.

Kotuku is fantastic, You learn and think and reflect, meet an awesome bunch of people and get to find out all sorts of really great things. This journey is restoring my confidence in myself - it is a part of everyday and I look forward to whatever is next.

LIANZA Leadership resources

Leadership Resources: A selected list

We've developed a selection of resources as part of our emerging leaders work. These are to assist you to learn about leadership and the resources chosen emphasise leadership in the library and information management context, highlighting key New Zealand items.

Most items are freely available on the web, and will only take a few minutes to read. We do include some ebooks which LIANZA members can access through EBIL.

What is leadership?
Who are leaders?
Why leadership is important!
Leadership styles
Personality styles
Leadership skills and competencies
How to develop your leadership skills
Further reading & further searching

So, if you're interested in enhancing your leadership skills, but don't want to commit to the full cohort – what can you do?

We have the Leadership Resources Portal on the LIANZA website. It's carefully selected and curated resources, mostly free, premium content for LIANZA members. It points to key LIANZA content, and is suitable for every level. There is some content available that is freely available online.

We also have the online CPD Course – Introduction to Leadership. This is an overview of leadership in a library context which is practical, accessible and uses a lot of self reflection. It's aimed at all levels of leaders, will take about 5 hours and is all online. We've had over 150 people complete the course so far.

What would I have to do?



Complete the online Introduction to Leadership course

Apply for Kotuku (become a LIANZA member)

2 days in February

12–15 hours a week – reading, reflection, online discussion, professional association involvement

Catch the red dot

So – if this has piqued your interest, and you're thinking you'd be interested..what to do!

First of all, keep an eye out for the applications opening in the next month or so. The application process is a written element, and a video conference or phone call – a friendly chat with some interview style questions (that you'll be given in advance)

Then, there's a catch (of course) You need to be a personal member of LIANZA. You can apply for the cohort before getting your membership, but – this is a condition of being in the cohort...it's \$124.20 for a full year personal membership, and there are other categories like student etc.

Then, do the online introduction to leadership course (before the cohort gets together)

Then, in February, we'll all come together in Wellington for 2 days – a Friday and Saturday. So – a bit of your time, a bit of work time...

Then, committ about 12-15 hours a week on readings, reflections, discussions online, professional association involvement, meetings with your mentor etc. Some weeks this might be 2 hours of work because you're just not interested and your real life is busy..we get that. Some weeks it might be 20 hours because the event you helped organise is coming together.. It's really important to recognise that this programme

will cut into your personal life, and if your boss is ok with it, your work life too. Some of you will already be active in a professional association – you don't need to do more on top of this, but – we expect some involvement

How much will it cost? A couple of hundred dollars. We'll pay your flights and accommodation in Wellington (it's fairly basic. We call it Camp Kotuku for a reason). Some associations are sponsoring people, some LIANZA Regional groups are sponsoring people I believe..keep an eye out!

I have questions..

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- ▶ <http://www.lianza.org.nz/our-work/projects/emerging-leaders>

Come and chat to me!