SILL

Strengthening Innovative Library Leaders

Participant Workbook

Name: _____

MORTENSON CENTER for International Library Programs

CC BY NC SA

Leadership Profile

Module 1: Leadership Styles for Librarians

Did you actively participate in this module? Yes / No

List your top two leadership styles:

1.

2.

Module 2: Library Leaders as Innovators

Did you actively participate in this module? Yes / No

What innovative qualities do you have?

_____

_____

_____

_____

Module 3: Library Leaders with a Plan

Did you actively participate in this module? Yes / No

What can you do to improve as a leader with a plan?

_____

_____

_____

_____

Module 4: Library Leaders as Communicators

Did you actively participate in this module? Yes / No

Describe your communication style:

_____

_____

_____

How can you improve as a communicator?

_____

_____

_____

Handout 1.1: Leadership Style Scenarios

Your group will receive one leadership scenario card. You must decide how a supervisor with each leadership style (listed below) would tell his/her staff to resolve the scenario on your card. For more information on the leadership styles, see the next page.

1. Affiliative:

2. Coaching:

3. Commanding:

4. Democratic:

5. Pacesetting:

6. Visionary:

Goleman, Daniel., Boyatzis, Richard E.McKee, Annie. (2002) Primal leadership: Realizing the Power of Emotional Intelligence. .Boston, Mass. : Harvard Business School Press.

Handout 1.2: Leadership Style Self-Assessment

Read the following leadership style description. Reflect on your most and least dominant styles. In the left column, rate each leadership style according to how often you use it at work. You will most likely have two styles rated highest and two rated lowest. The total must add up to 100!

Rating	*Style*
	AFFILIATIVE: An affiliative leader promotes collegial relationships within the group. She/he recognizes that effective teamwork depends on fostering good relations and communication among team members. An affiliative leader is as interested in the personal health and welfare of her/his team members as in the task or job they are performing. She/he is easy to get along with and spends time on teambuilding. She/he has a high level of trust in her/his team members and gives them great flexibility in how they do their jobs. She/he gives positive feedback frequently, yet may be uncomfortable holding others accountable. Thus she/he will usually avoid difficult confrontations. Some team members may feel that she/he should be more authoritative or forceful.
	COACHING: A coaching leader is concerned with supporting the efforts of others on the team and developing their skills. She/he helps them identify their strengths, weaknesses, and potential. Coaching leaders support others (especially new or inexperienced team members) to acquire new skills and develop professionally. She/he uses listening skills and open-ended questions to help others resolve work challenges. A coaching leader provides ongoing performance feedback and seeks to understand the reasons for underperformance. Mistakes and underperformance are seen as learning opportunities. Coaching leaders excel at delegating and giving others challenging assignments. Some team members may want this person to "lead" more and "coach" less.
	COMMANDING: A commanding leader provides clear direction and expects others to follow. She/he often makes decisions with little (or no) input from others. In crisis situations, she/he is comfortable making quick decisions and making them unilaterally. She/he does not hesitate to confront others when they are underperforming or making mistakes. She/he will take disciplinary action to hold others accountable (getting rid of underperformers), yet will also reward those who are excelling in their work. Some team members may feel this person should listen more.
	DEMOCRATIC: A democratic leader encourages participation from her/his team regarding the directions the team should take and what actions they should prioritize. She/he will solicit input from others as a way to build "buy-in." When faced with a complex problem, she/he will elicit ideas from others, listen attentively, and consolidate the many differing points of view. She/he encourages participation and exchange of ideas. A democratic leader facilitates consensus-building processes. Some team members may feel that she/he should "decide" more and "facilitate" less.
	PACESETTING: A pacesetting leader "sets the pace." She/he sets high-performance standards for herself/himself and expects others to do the same. She/he leads by example: that is, she/he is tireless, exudes self-confidence, and focuses on achieving results. A pacesetting leader interacts most frequently with other outstanding performers on the team – expecting the others to catch up if and when they can. If someone's performance is lagging, a pacesetting leader will reassign the job to someone she/he considers more competent. Pacesetters focus on individual effort and expect others to be competent in their roles. Some team members may feel that this person needs to be more sensitive and tolerant of other team members' views and working styles.
	VISIONARY: A visionary leader focuses on the "big picture" and "long-term" goals rather than on the immediate tasks and details. She/he will have compelling ideas about what should be done and is persistent in communicating these to others. She/he will circumvent existing policies or procedures if they get in the way of getting things done. She/he easily mobilizes or inspires others to action. Some team members may feel that this person needs to spend less time "thinking" or "talking" and more time "doing" or paying more attention to the immediate problem(s).
	TOTAL OF ALL LEADERSHIP STYLES. MUST EQUAL 100.

Goleman, Daniel., Boyatzis, Richard E.McKee, Annie. (2002) Primal leadership: Realizing the Power of Emotional Intelligence. Boston, Mass. : Harvard Business School Press.

Handout 1.3: Summary of Goleman's Leadership Styles

	Description	*Strengths*	*Weaknesses*	*Observations*
Commanding	"Do as I say"	• Makes fast decisions in a crisis • Maintains control	• People feel like their opinion is not valued and become discouraged	
Visionary	"This is where we want to go. Come with me."	• Shared vision • Can talk others into making vision a reality	• Working with more experienced colleagues who also have a vision and are not interested in a new vision	
Affiliative	"How do you feel about this?"	• Connects well with people • Creates harmony	• Can avoid conflict and difficult situations	
Democratic	"What do you think?"	• Listening • Collaborates • Gets buy-in	• Never actually makes a decision	
Pacesetting	"Watch me and do the same, now."	• Builds exciting goals • Identifies poor performers	• Low in guidance • Not a clear communicator • Can ask for too much, too fast	
Coaching	"Try this"	• Helps others improve • Good at delegating • Likes organizational goals	• Micromanages	

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Handout 1.4: Leadership Styles

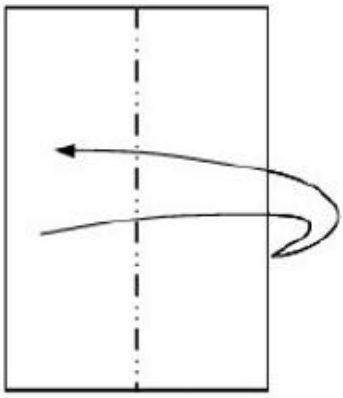
1. What are your two most dominant styles? Why are they comfortable?

2. Did the observer agree with your dominant styles? Why or why not?

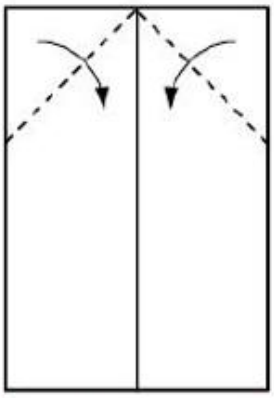
3. What style do you use infrequently that perhaps you should use more? Why should you use it? When should you use it?

Handout 2.1: Paper Airplane

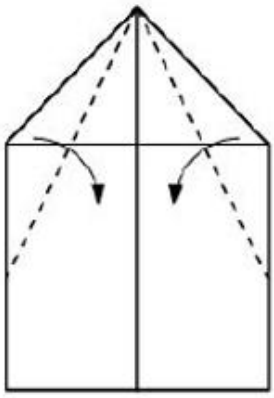
1. Start with one piece of blank paper.



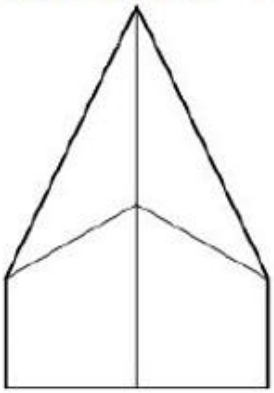
2. Fold Paper in Half

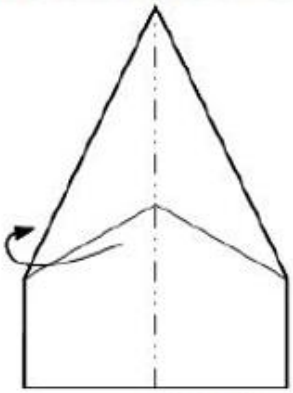


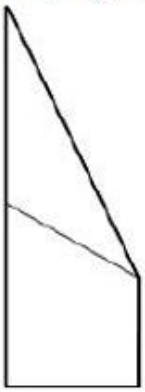
3. Unfold and then fold the corners into the center line



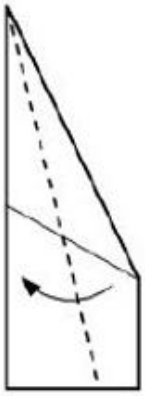
4. Fold the top edges towards the center







5. Fold the paper airplane in half ----------→







6. Fold the wings down to meet the bottom edge of the plane's body

Image Credit: "Paper Airplane" by Ushakaron - Own work. Licensed under CC0 via Commons - https://commons.wikimedia.org/wiki/File:Paper_Airplane.png#/media/File:Paper_Airplane.png

Handout 2.2: Brainstorming Innovative Solutions to Local Problems

Work with your team to brainstorm an example of innovative solutions to problems at your libraries. You must describe:

1. **The problem**

2. **How you know this is a problem**

3. **The user group**

4. **The solution**

Handout 2.3: Innovation Self-Assessment

The statements below describe the 8 traits of an innovator. Rate yourself on a scale of 1 to 10 for each statement. If you strongly agree with a statement, give yourself a "10." If you strongly disagree, give yourself a "1" or "2." Or, rate yourself between those numbers.

	I understand what my colleagues and library users need.
	I look out for problems in my library and work to find solutions.
	I take risks and try new things even though they might fail.
	I share and discuss ideas with my colleagues and community.
	I notice when something is not working well in my library.
	I put my ideas into action.
	I keep trying even when my ideas fail.
	I reflect on what worked and what didn't work with new initiatives.
	I find inventive ways to use the resources my library already has.
	I think about new ways my library can serve the community.
	I use feedback from others to improve my work.
	I can effectively communicate my vision and ideas to others.
	I examine tasks from different points of view.
	I know my organization's vision and work to advance it.
	I regularly collaborate with others.
	Total Score

Handout 2.4: Generating an Innovative Idea

1. What problem would you like to address? How do you know this is a problem?

2. Which user group will benefit from this innovation?

3. What is your innovative idea?

Have a trainer or another participant review and approve your idea.

Handout 3.1: Action Plan

Write your innovative idea as a goal, using the S.M.A.R.T approach:

1. Which user group will benefit from this idea and what problem/need are you addressing?

2. Do you need to get permission from a supervisor, director, and/or colleagues before implementing the goal? If yes, please explain.

Your Action Plan:

Actions	*Timelines*	*Responsibility of*	*Partners*
1			
2			
3			
4			
5			
6			
7			
8			

9 10			

3. Do you need any resources or funding to implement this Action Plan? If so, list them.

4. How will you measure the impact of this action?

Handout 4.1: Communication Style Self-Assessment

Read each pair of statements and select the one that sounds most like you. No pair is an either-or proposal. Make your choice as spontaneously as possible. There is no wrong answer.

---

1. I like action.

2. I deal with problems in a step-by-step way.

---

3. I believe that teams are more effective than individuals.

4. I enjoy innovation very much.

---

5. I am more interested in the future than in the past.

6. I enjoy working with people.

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7. I like to attend well-organized group meetings.

8. Deadlines are important for me.

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9. I cannot stand leaving projects until the last minute.

10. I believe that new ideas have to be tested before being used.

---

11. Working with other people energizes me.

12. I am always looking for new possibilities.

---

13. I want to set up my own objectives.

14. When I start something, I go through until the end.

---

15. I basically try to understand other people's emotions.

16. I do challenge people around me.

---

17. I look forward to receiving feedback on my performance.

18. I find the step-by-step approach very effective.

---

19. I think I am good at reading people.

20. I like creative problem solving.

---

21. I always consider impact and outcome before making decisions.

22. I am sensitive to others' needs.

---

23. Planning is the key to success.

24. I become impatient with long deliberations.

---

25. I am cool under pressure.

26. I value experience very much.

---

27. I listen to people.

28. People say that I am a fast thinker.

---

29. Cooperation is a key word for me.

30. I use logical methods to test alternatives.

---

31. I like to handle several projects at the same time.

32. I always question myself.

---

33. I learn by doing.

34. I believe that my head rules my heart.

---

35. I can predict how others may react to a certain action.

36. I do not like details.

---

37. People should always plan and think ahead before taking action.

38. I am able to assess the climate of a group.

---

39. I have a tendency to start things and not finish them up.

40. I am good at making decisions.

---

41. I search for challenging tasks.

42. I rely on observation and data.

---

43. I can express my feelings openly.

44. I like to design new projects.

45. I enjoy reading very much.

46. I perceive myself as a facilitator.

47. I like to focus on one issue at a time.

48. I like to achieve.

49. I enjoy learning about others.

50. I like variety.

51. Facts speak for themselves.

52. I use my imagination as much as possible.

53. I am impatient with long, slow assignments.

54. My mind never stops working.

55. Key decisions have to be made in a cautious way.

56. I strongly believe that people need each other to get work done.

57. I usually make decisions without thinking too much.

58. Emotions create problems.

59. I like to be liked by others.

60. I learn new things quickly.

61. I try out my new ideas on people.

62. I believe in the scientific approach.

63. I like to get things done.

64. Good relationships are essential.

65. I make decisions quickly without thinking too much.

66. I accept differences in people.

67. Communicating with people is an end in itself.

68. I like to be intellectually stimulated.

---

69. I like to organize.

70. I usually jump from one task to another.

---

71. Talking and working with people is a creative art.

72. I work to fulfill my potential.

---

73. I enjoy playing with ideas.

74. I dislike wasting my time.

---

75. I enjoy doing what I am good at.

76. I learn by interacting with others.

---

77. I enjoy imagining new ways to do things more effectively.

78. I am patient with details.

---

79. I like brief, to-the-point statements.

80. I feel confident in myself.

Adapted from: Fogarty Fellows at the University of Washington, Department of Global Health, www.fogartyfellows.org. Based on the work of Casse, Pierre. (1981) Training for the Cross-Cultural Mind: A Handbook for Cross-Cultural Trainers and Consultants. Washington, D.C. : Society for Intercultural Education, Training, and Research.

Handout 4.1: Communication Style Self-Assessment (continued)

SCORING

Circle the answers you selected for statements 1 through 80. Add the totals for each style (one point per answer). The maximum is 20 per style and your total for the four styles should be 40.

Style	Circle Your Answers Here	Total Score
Style 1	1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79	_____
Style 2	2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78	_____
Style 3	3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80	_____
Style 4	4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77	_____

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Handout 4.1: Communication Style Self-Assessment (continued)

THE FOUR COMMUNICATION STYLES

Style 1: WHAT	*Style 2: HOW*
ACTION (A) Results Objectives Achieving Doing	**PROCESS (PR)** Strategies Organization Facts
Style 3: WH0	***Style 4: WHY***
PEOPLE (PE) Communication Relationships Teamwork	**IDEA (I)** Concepts Theories Innovation

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Handout 4.1: Communication Style Self-Assessment (continued)

Style	Content: People with this style talk about:		Process: People with this style are:
Action (A)	Results	Responsibility	Pragmatic (down to earth)
	Objectives	Feedback	Direct (to the point)
	Performance	Experience	Impatient
	Productivity	Challenges	Decisive
	Efficiency	Achievements	Quick (jump from idea to idea)
	Moving Ahead	Change	Energetic (challenge others)
	Decisions		
Process (PR)	Facts	Trying Out	Systematic (step-by-step)
	Procedures	Analysis	Logical (cause and effect)
	Planning	Observations	Factual
	Organizing	Proof	Verbose
	Controlling	Details	Unemotional
	Testing	Cautious	Patient
People (PE)	People	Self-Development	Spontaneous
	Needs	Sensitivity	Empathetic
	Motivation	Awareness	Warm
	Teamwork	Cooperation	Subjective
	Communications	Beliefs	Emotional
	Feelings	Values	Perceptive
	Team Spirit	Expectations	Sensitive
	Understanding	Relations	
Idea (I)	Concepts	Creativity	Imaginative
	Innovation	Opportunities	Charismatic
	Interdependence	Possibilities	Difficult to Understand
	What's New in the Field	Grand Designs	Full of Ideas
	New Methods	Issues	Creative
	Improving	Potential	Peace Loving
	Problems	Alternatives	

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Handout 4.2: Role-Play Exercise

- Each group will prepare a very short 2–4 minute presentation for their supervisor.
- Each group will select an Action Plan from their group to present in this role-play. Remember you will have to convince your supervisor that there is a problem and that you have a solution. You must be ready to present to your supervisor's style.
- Each group will be assigned to one supervisor. Supervisors will represent all four styles

Your group has been assigned to a _____ supervisor.

Note: The trainers will assign your small group to a supervisor that is either Action-oriented, People-oriented, Process-oriented, or Idea-oriented.

Notes:

Final Handout: Lessons Learned

Circle the most important lessons you've learned in this training. There are no right or wrong answers!

1. There are many leadership styles.

2. There is no "best" leadership style; instead leadership styles change depending on the situation.

3. Everyone has 1 to 3 stronger leadership styles.

4. It is difficult for us to assess our own leadership style, so we should ask colleagues and friends for their opinions.

5. We should always carefully define a problem before rushing to solve it.

6. Everyone can be an innovator.

7. Innovations solve a problem.

8. Innovations are about the users.

9. Good innovations do not always require funding.

10. Clearly communicating our plans both verbally and in writing is essential to success.

11. Having an Action Plan with a well-written goal, actions, timeline, delineated responsibilities, and partners is the first step in implementing a solution to a library problem.

12. Learning to adjust our communication styles to fit the style of others is important to good relationships.

13. We should ask colleagues and friends to assess our individual communication style because we cannot always assess our own capabilities.

14. There are four communication styles, and they are all important.

15. All four styles are needed in a healthy library.

16. We cannot change the styles of others.

17. We have to learn to adapt our style to others.

Extra Handouts:

Handout 1.2: Leadership Style Self-Assessment

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Handout 2.3: Innovation Self-Assessment

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	I reflect on what worked and what didn't work with new initiatives.
	I find inventive ways to use the resources my library already has.
	I think about new ways my library can serve the community.
	I use feedback from others to improve my work.
	I can effectively communicate my vision and ideas to others.
	I examine tasks from different points of view.
	I know my organization's vision and work to advance it.
	I regularly collaborate with others.
	Total Score

Handout 3.1: Action Plan

Write your innovative idea as a goal, using the S.M.A.R.T approach:

1. Which user group will benefit from this idea and what problem/need are you addressing?

2. Do you need to get permission from a supervisor, director, and/or colleagues before implementing the goal? If yes, please explain.

Your Action Plan:

Actions	*Timelines*	*Responsibility of*	*Partners*
1 2 3 4 5 6 7			

8 9 10			

3. Do you need any resources or funding to implement this Action Plan? If so, list them.

4. How will you measure the impact of this action?

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35. I can predict how others may react to a certain action.

36. I do not like details.

---

37. People should always plan and think ahead before taking action.

38. I am able to assess the climate of a group.

---

39. I have a tendency to start things and not finish them up.

40. I am good at making decisions.

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41. I search for challenging tasks.

42. I rely on observation and data.

---

43. I can express my feelings openly.

44. I like to design new projects.

---

45. I enjoy reading very much.

46. I perceive myself as a facilitator.

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47. I like to focus on one issue at a time.

48. I like to achieve.

---

49. I enjoy learning about others.

50. I like variety.

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51. Facts speak for themselves.

52. I use my imagination as much as possible.

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53. I am impatient with long, slow assignments.

54. My mind never stops working.

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55. Key decisions have to be made in a cautious way.

56. I strongly believe that people need each other to get work done.

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57. I usually make decisions without thinking too much.

58. Emotions create problems.

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59. I like to be liked by others.

60. I learn new things quickly.

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61. I try out my new ideas on people.

62. I believe in the scientific approach.

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63. I like to get things done.

64. Good relationships are essential.

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65. I make decisions quickly without thinking too much.

66. I accept differences in people.

---

67. Communicating with people is an end in itself.

68. I like to be intellectually stimulated.

69. I like to organize.

70. I usually jump from one task to another.

71. Talking and working with people is a creative art.

72. I work to fulfill my potential.

73. I enjoy playing with ideas.

74. I dislike wasting my time.

75. I enjoy doing what I am good at.

76. I learn by interacting with others.

77. I enjoy imagining new ways to do things more effectively.

78. I am patient with details.

79. I like brief, to-the-point statements.

80. I feel confident in myself.

Adapted from: Fogarty Fellows at the University of Washington, Department of Global Health, www.fogartyfellows.org. Based on the work of Casse, Pierre. (1981) Training for the Cross-Cultural Mind: A Handbook for Cross-Cultural Trainers and Consultants. Washington, D.C. : Society for Intercultural Education, Training, and Research.

Handout 4.1: Communication Style Self-Assessment (continued)

SCORING

Circle the answers you selected for statements 1 through 80. Add the totals for each style (one point per answer). The maximum is 20 per style and your total for the four styles should be 40.

Style	Circle Your Answers Here	Total Score
Style 1	1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79	_____
Style 2	2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78	_____
Style 3	3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80	_____
Style 4	4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77	_____

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