



Welcome!

The webinar will begin at
2:00 Eastern/11:00 Pacific



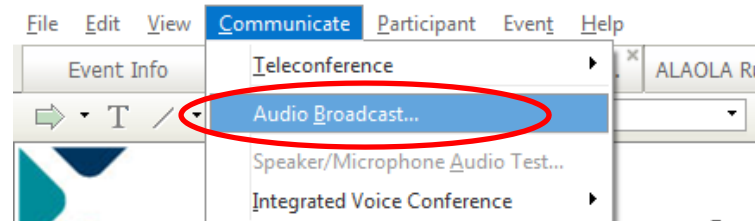
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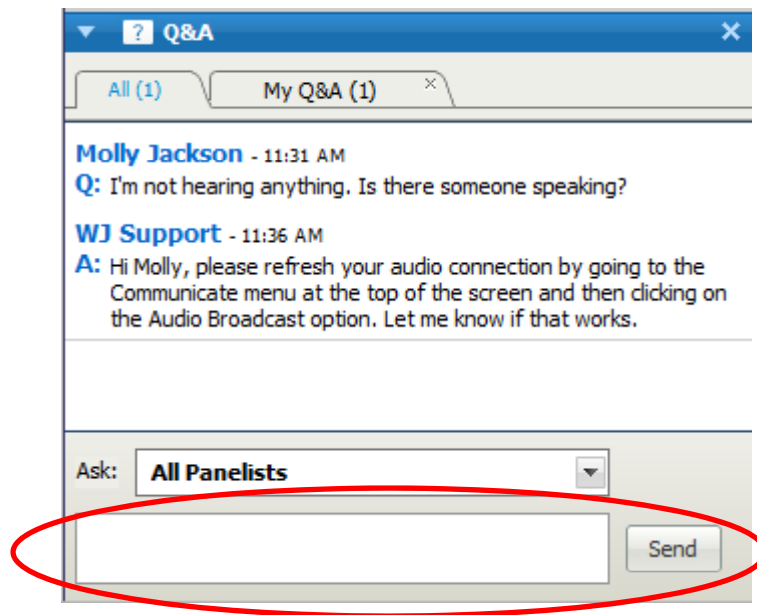
Lost all sound? Hear an echo? Click on the **small radio tower icon** (above chat box) OR go to the **Communicate** menu (at the top of the screen) and select **Audio Broadcast** to refresh your connection.





Need Help?

Please post **technical support questions** into the **Q&A Panel**.



Step 1: Type the problem in the **dialog box**.

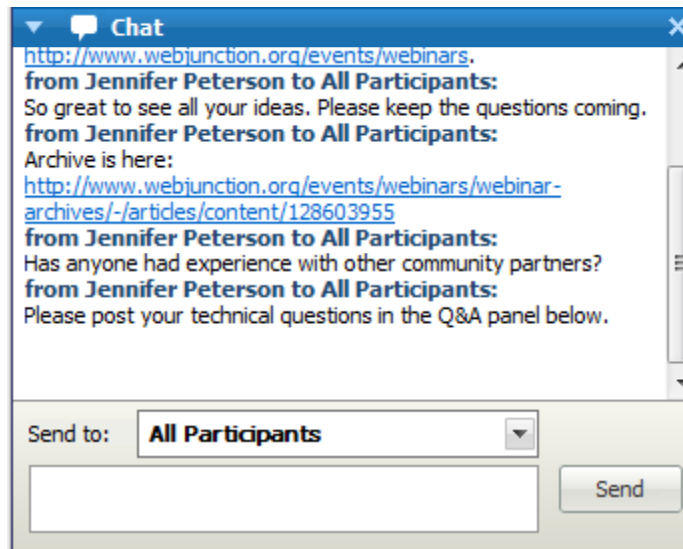
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Chat Etiquette

Use **Chat** to talk with attendees and presenters about the topic.

Do not post technical questions to Chat.



And if you're tweeting, use this hashtag: **#wjwebinar**



Customize your experience

Panels can be opened or closed by clicking on the panel name at the top of the column, or by using the X in the individual panel.

Hover over edge of panels to drag and resize.

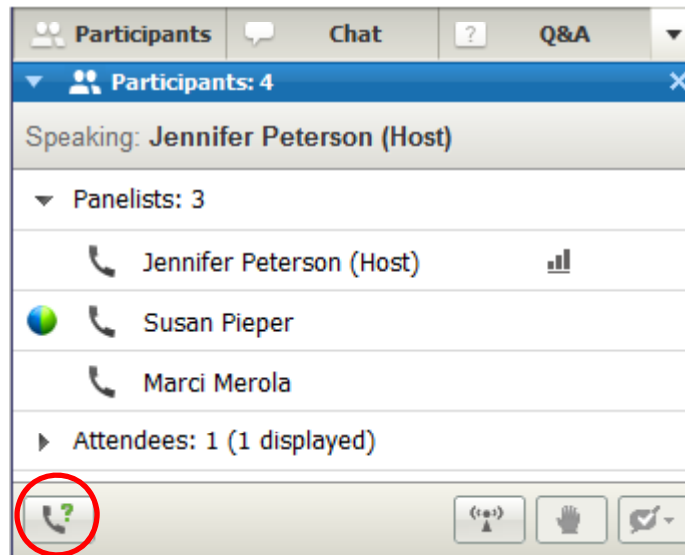


The screenshot shows a webinar interface with two main panels: 'Participants' and 'Chat'. The 'Participants' panel is at the top and includes a header with a close button (X) circled in red. Below the header, it lists 'Speaking: Jennifer Peterson (Host)', 'Panelists: 3' (Jennifer Peterson (Host), Susan Pieper, Marci Merola), and 'Attendees: 1 (1 displayed)'. The 'Chat' panel is below and shows a message from 'WJ Support to All Participants' with a 'Send' button. A red arrow points to the right edge of the 'Chat' panel header, and another red arrow points to the close button on the 'Participants' panel header.



Telephone Access

If you not able to listen via your computer, you may join by phone.



Step 1: Click on **Phone Icon** under the Participants list.

Step 2: Call the toll-free number provided.

Step 3: Enter the **Access Code** and **Attendee ID** provided.



Remember to post to **Q&A panel** if you need technical assistance.

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Contact WebEx support

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Texas State Library & Archives Commission
Library of **Virginia**

Washington State Library

Incubate leadership @ your library

Jennifer Peterson

WebJunction

Community Manager

October 16, 2012 Webinar



Today's explorations

- Lead your own learning
- Defining and redefining leadership
- Lead on all sides of mentoring
- Lead your learning organization
- Incubate a learning community



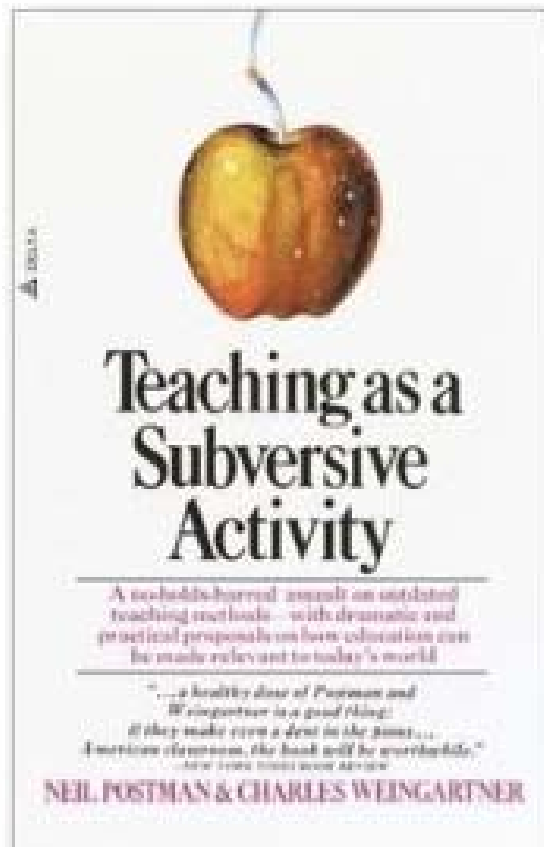
*Please post comments, thoughts, ideas, questions, suggestions throughout the session. We are learning together!

**Lead your own
learning**

learn how to learn

Postman and Weingartner

1969: *Teaching as a Subversive Activity*



“...an actively **inquiring, flexible, creative, innovative, tolerant** personality who can face uncertainty and ambiguity without disorientation, who can formulate viable new meanings to **meet changes in the environment** which threaten individual and mutual survival.”

Proteus

Son of Poseidon, the Greek god of the sea, had the gift of prophecy and was able to change his shape at will.



Taking Charge of Your Professional Life: A Special Librarian's Guide to Greater Work Satisfaction
LeAne Rutherford

Lead the Change

“...leading today’s libraries is not a static endeavor. Put simply, it requires a willingness to **embrace change**. In fact, leading today’s libraries demands fluidity, which requires the willingness to recognize the **need for change**, and then, the ability to **lead that change**. And, as we say at the Lead the Change sessions, ‘You don’t need a title to be a leader!’”



David Bendekovic

Learner Biography

- Includes experiential learning
- Link to other learners, mentors
- Organic and fractured
- Case study, lifecycle of learner
- Most impactful learning
- Learning objectives with measurable outcomes and results



<http://tisfortraining.wordpress.com>

@tisfortraining

Tag cloud learner biography: JP



*Missing learner objectives and outcomes associated with key learning moments in my life.
Does it really tell my story??

Beyond the resume

- How do you tell your learning story?
- What learning was most impactful?
- How does your learning bring value to your library?
- How does your library bring value to your community's learning?
- How does it *impact* your community?



Share in chat!

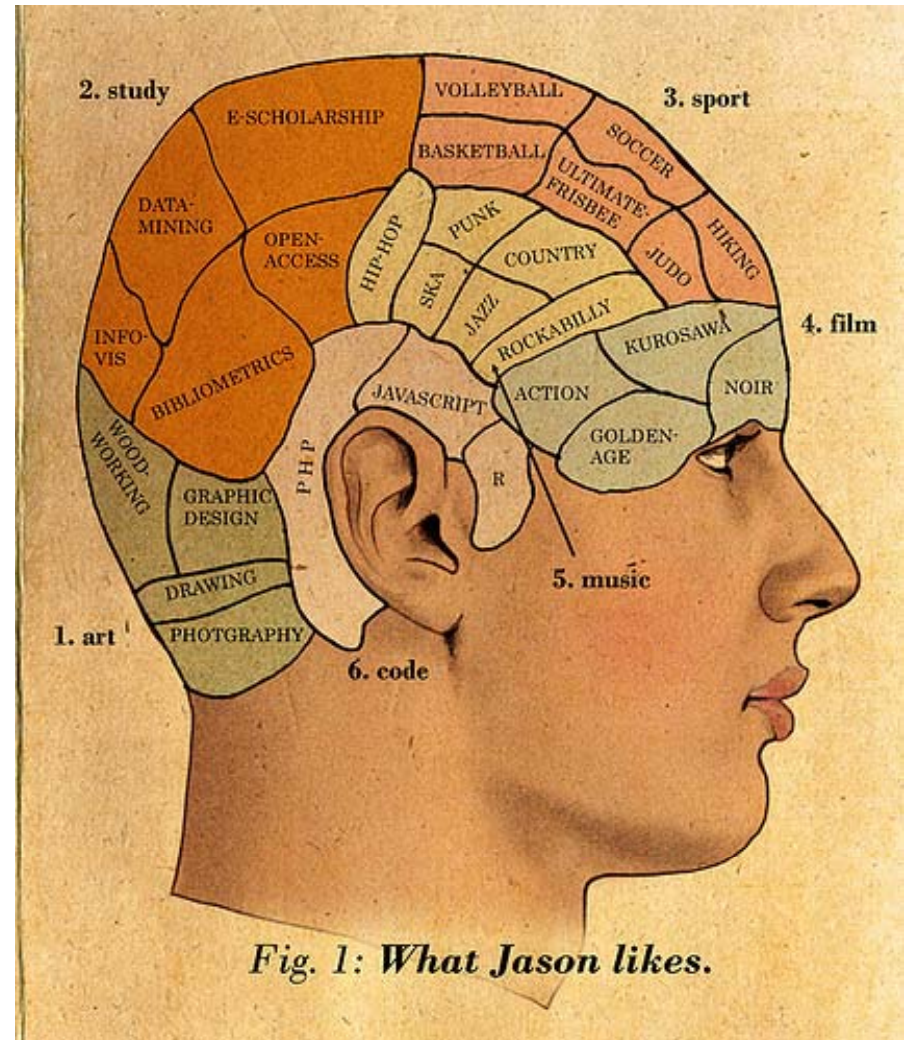


Fig. 1: What Jason likes.

By obscure allusion

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Defining and redefining leadership

A word cloud featuring the following terms: leading, developing, change, taking, ethical, integrity, creates, abilities, positive, envisions, risk, capability, community, engages, steers, agility, handling, toward, skills, creativity, ideas, ceremony, complexity, ambiguity, capacity, imagination, influencing, solutions, prepares, models, diversity, questions, empowers, fosters, others, understands, improvement, management, stakeholders, strategies, translates, courage, overcomes, ethics, progress, cultural, and ceremony.

Leadership-challenged?

- Do you and your organization nurture leadership potential?
- Do you or your staff shun leadership opportunities?
- Do you limit opportunities for others to lead?



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OUR UNCONVENTIONAL TEAM



Nancy
Retired Librarian

Becky
36-Year Veteran & Know-It-All

Blinn
Traditional Librarian

Julie
Introverted Force to Be Reckoned With

Director & Keeper of the Piggy Bank

John
Self-taught Computer Geek & Gaming Nerd

Kriztina
Freakin' Awesome Marketing Guru

Sara
Avant-garde Artist with Mad Customer Service Skills

Allie
Teen Overseer/Photographer

John
Self-taught Computer Geek & Gaming Nerd

Kriztina
Freakin' Awesome Marketing Guru

Sara
Avant-garde Artist with Mad Customer Service Skills

IT'S NOT ABOUT THE IDEAS, IT'S ABOUT MAKING THE IDEAS HAPPEN!

Emergent Leaders

Sharon Morris

- Listen
- Are verbally engaged
- Generate ideas
- Are informed
- Are firm not rigid

Northouse, Peter (2013) Leadership: Theory and Practice

Fisher, B. A. (1974) Small group decision making: Communication and the group process

Perceptions of leadership

- A leader in your life?
- What do you have in common with them?
- How might you improve?
- What do you have to offer others to help them improve?



What leadership qualities do you think are most important?

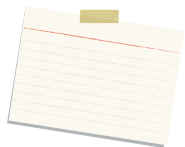
**Lead on
all sides of
mentoring**

Formal vs. Informal

Formal mentoring - facilitated and supported by the organization

Informal mentoring - created and sustained by a pair of employees without formal institutional support

mentoring myths



What sorts of mentoring have you been involved with and how did you benefit?

Myths of Mentoring

Old Rule	New Rule
Mentors and protégés should have a lot in common	Actually the best matches are mismatches; they generate high potential for learning
Look for your mentor higher-up on the food chain	A good mentor is anyone you can learn from
Mentoring is one-on-one	Mentoring works best when you mix and match. Consider creating a mentoring quad, with two mentors and two mentees, or a mentoring circle with a few mentors and multiple mentees
Mentors pick their protégés	Partners are both involved in the selection
You're a mentor or a mentee	Everyone needs mentors

-Women's Ways of Mentoring, Dahle.

Redefining mentoring

Semi-formal, semi-structured, or facilitated

allows for flexibility, while providing structured tools and support to show the organization's commitment

Group mentoring

more than a pair of individuals come together, with one or more in the group providing support or direction to the others

Co-mentoring

recognize the shared benefit for all in the relationship

e-mentoring

relationship occurs primarily or exclusively online

http://www.webjunction.org/documents/webjunction/Mentoring_Definitions.html

Peer Mentoring

“a forum for mutual exchange in which individuals can both learn and share”

Kathy Kram and Lynn Isabella



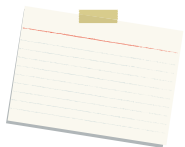
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Mentoring. Every day.

- Parents
- Partners
- Friends
- Siblings
- School
- Church
- Clubs
- **Libraries**



Mentoring exchange: My kids



Where does mentoring happen in your life?

All sides, all levels

Both benefit when they approach the relationship as an opportunity to learn and to share, and the **library benefits** when this sharing is done within the context of the **organization's needs and goals.**



<http://www.flickr.com/photos/arielmeow/2424795959/>

**Lead your
learning
organization**

Subtle ways

Peter Senge – Learning Organizations

“If people are really enabled to grow in authentic ways, they will develop their natural capacities to **lead regardless of their formal positions**...effecting such changes will require **new tools and approaches** to leadership cultivation...this will require mentoring. But it also will require enacting work environments that combine inquiry and reflection with decision taking...it will also require attending in more **subtle ways** to the overall environment or context within which work occurs. People know when they are in a **‘generative space.’** They sense the excitement, trust, and openness to **new ideas** combined with **commitment to results**. Few experiences shape people’s leadership capacities more than being part of an **extraordinary team** that **achieves the impossible.**”

...and subversive

an environment nurtured by **collaborative** and **continuous** learning - a learning organization - can be one in which leadership is developed almost **unbeknownst to the leader**



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Library = Learning Organization

*we focus on patrons' needs, neglect our *own* individual and organizational learning needs.



<http://www.flickr.com/photos/wfryer/2516648940/>

<http://www.bmoseley.com/>

Develop supportive learning relationships



<http://www.flickr.com/photos/trucolorsfly/1732302968/>

actively **exchange** information, ideas, and expertise

Model learning in our communities

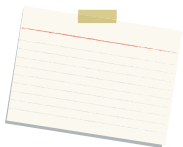
- Be a learner
- Ask to learn
- Lead to learning
- Admit learning
- Acknowledge learning
- Follow-up on learning
- Learn again
- Thank those who mentor and learn with you!



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Incubate leadership @ your library

- Community partnerships – mentoring relationships
- Librarian as mentor
- Building information literate community
- Innovation station
- Makerspace
- Models for community leadership
- Facilitators of learning



How else do you incubate leadership in your library and community?

Ways to facilitate

- World café model
- Match skills – library as mentoring matchmaker
- All ages, all directions



<http://www.flickr.com/photos/christianacare/7656457536>

What if...

The future is born in webs of human
conversation

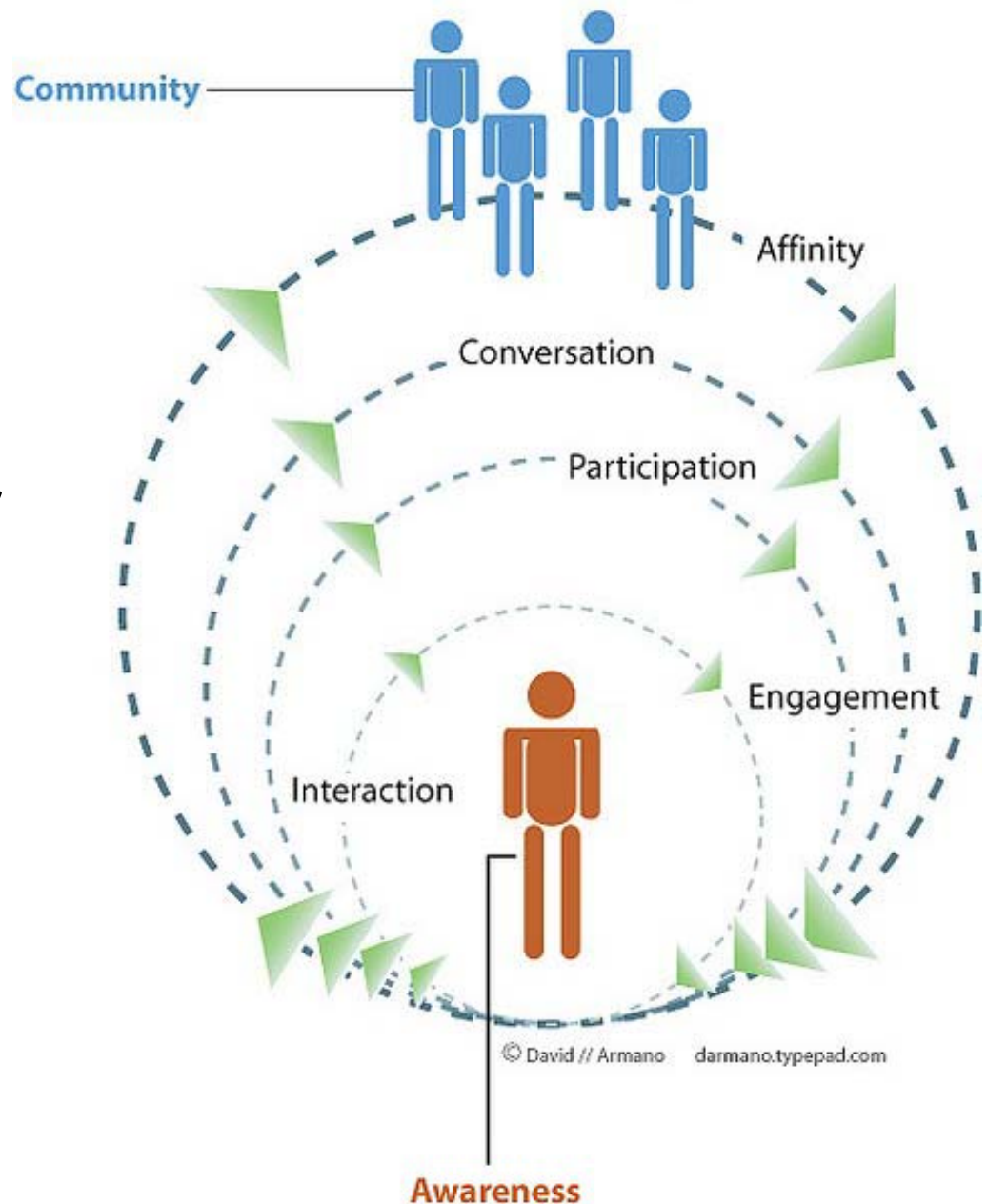
Compelling questions encourage collective
learning

Intelligence emerges as people connect in
creative ways

Collectively, we have access to all the
wisdom and resources we need.

Leading the learning spiral

- within our library organization
- within our community

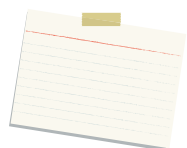


<http://www.flickr.com/photos/7855449@N02/2779598555>

David Armano

Mentoring Exercise

- Think of a personal strength
- Think of an opportunity for growth
- Share a library strength
- Share a library opportunity for growth



Who or how might the community be engaged in the mentoring exchange?

Thank you!

To all my mentors,
fellow learners,
library leaders,
both subversive
and overt!



Jennifer Peterson

<http://www.flickr.com/photos/xjrllokix/5097846224/>

Community Manager, WebJunction OCLC

petersoj@oclc.org

http://www.webjunction.org/events/webjunction/incubate_leadership_at_your_library.html