

Leading Brilliantly in changing times

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Greetings from Milwaukee



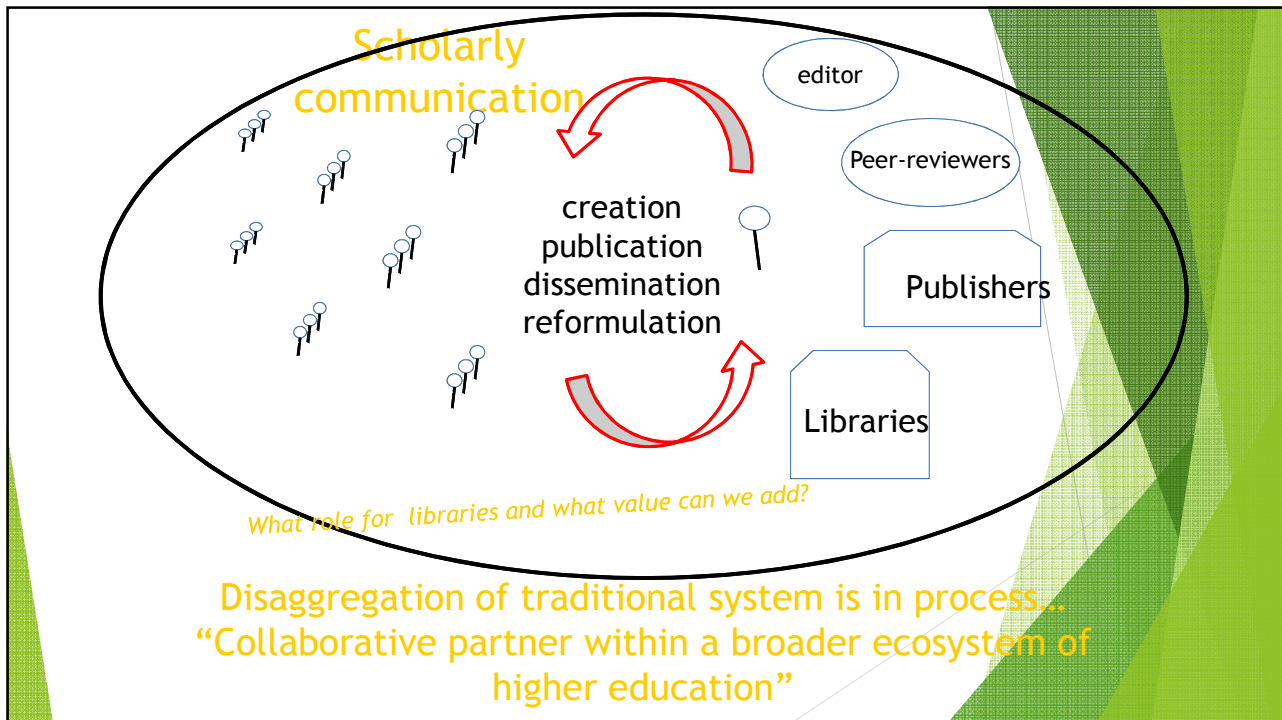
OVERVIEW OF LEADERSHIP APPROACHES

- ▶ Vectors Driving Change
- ▶ Leading through Changing Times
- ▶ Balancing Act for Leaders
- ▶ Emotional Intelligence
- ▶ Reframing Organizations
- ▶ Going to the Balcony

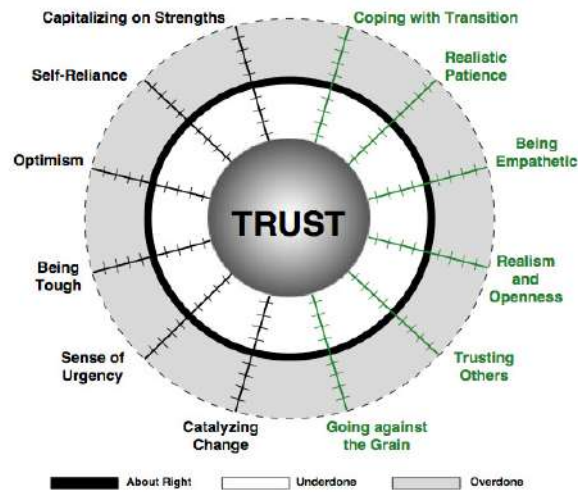
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Smart Libraries



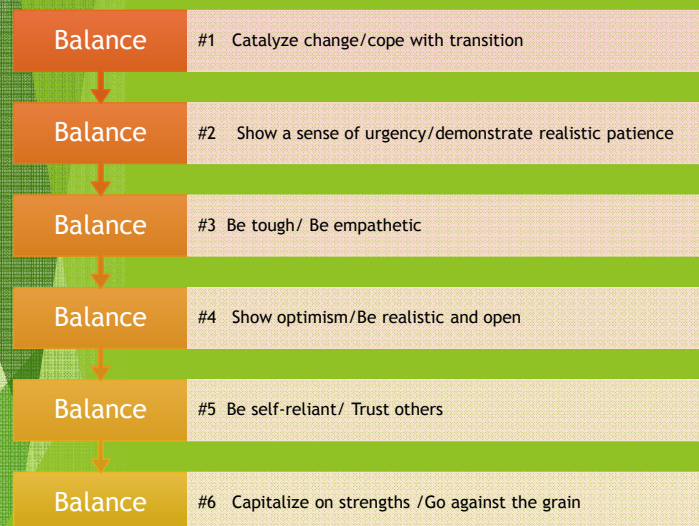


LEADING THROUGH TIMES OF RAPID CHANGE



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Leading in
time of
change:
Balancing act



WHAT MAKES A GREAT LEADER: [EI] EMOTIONAL INTELLIGENCE AT WORK

- | | |
|--------------------|--|
| 1. Self-Awareness | 1. Self-confidence, realistic self-assessment |
| 2. Self-regulation | 2. Trustworthiness, integrity, comfort with change |
| 3. Motivation | 3. Passion for the work and new challenges, optimism |
| 4. Empathy | 4. Expertise in retaining talent, ability to develop others, sensitivity to cultural differences |
| 5. Social skill | 5. Effectiveness in leading change, persuasiveness, expertise in leading teams |

	STRUCTURAL	HUMAN RESOURCES	POLITICAL	SYMBOLIC
Essential Strategies	Communicating, realigning and renegotiating formal patterns and policies	Training to develop new skills, participation and involvement, psychological support	Creating arenas where issues can be renegotiated and new coalitions formed	Creating transition rituals - mourning the past, celebrating the future

REFRAMING CHANGE

Structural Frame

- Origins -sociology & management science.
- Setting goals, developing project plans.
- Implement new initiatives, attention to details.
- Analysis, rules, policies, procedures.

Leadership Challenge:

Attune library to task, technology, environment



Human Resources Frame

- Origins -psychology
- Organizations as extended family.
- Individuals with needs, feelings, prejudices, skills and limitations.
- Capacity to learn, build relationships, empower others.

Leadership Challenge: Align organizational and human needs



Political Frame

- Origins -political science.
- Organizations as arenas, contests, or jungles.
- Different interests competing for power and resources.
- Network, diffuse conflict, advocate.
- Bargaining, negotiation, compromise, and coalitions.



Leadership Challenge: Develop Powerbase and influence key leaders

Symbolic Frame

- Origins -social and cultural anthropology.
- Organizations as tribes, theatres, or carnivals.
- Culture -rituals, ceremonies, stories, heroes, and myths.
- Charisma.



Leadership challenge: Create vision and meaning

REFRAMING LEADERSHIP

	STRUCTURAL	HUMAN RESOURCES	POLITICAL	SYMBOLIC
Effective Leader	Analyst, architect	Catalyst, servant	Advocate, negotiator	Prophet, poet
Effective Leadership Process	Analysis, designer	Support, endowment	Advocacy, coalition building	Inspiration, framing experience
Ineffective Leader	Petty tyrant	Weakling, pushover	Con artist, thug	Fanatic, fool
Ineffective Leadership Process	Management by detail and fiat	Abdication	Manipulation, fraud	Mirage, smoke and mirrors

Four-Frame Model


- How do you see the four frames in your institution/library?
- What is the problem, and what is the situation in which it is embedded?
- Which frames are in play?
- Which frame(s) is most likely to lead to the desired change?
- How can the concepts, metaphors, and values of that frame be used to reframe the situation to resolve the problem?





Balcony Time

Take time to analyze & reflect
Mindfulness
Find a Mentor



Brilliant leadership

*“Not the cry, but the flight
of a wild duck leads the
flock to fly and follow”
Old Chinese Proverb*



"A leader has the vision and conviction
that a dream can be achieved. He
inspires the power and energy to get it
done."

THANK YOU!

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“INSPIRING,
MOTIVATING and HELPING
other people achieve things
they never thought were possible;
SETTING A GOOD EXAMPLE,
basically – that’s what leadership
means to me.”





