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

Today’s audio is streaming to your computer’s speakers or headphones.

**Too loud or soft?** Adjust volume level in the Audio broadcast box:

![Audio Broadcast](image)

**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**.

**Step 2:** Click **Send**.
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.
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**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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Co-Produced by:
Betha Gutsche
WebJunction Programs Manager

Co-Produced by:
Zola Maddison
WebJunction Program Consultant
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**North Carolina** State Library  
**Ohio** Access Pennsylvania  
**Texas** State Library & Archives Commission  
**Virginia** Library of  
**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.
"...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!’"
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!

By obscure allusion
http://www.flickr.com/photos/26158205@N04/4307548673/
Defining and redefining leadership
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?

http://www.flickr.com/photos/timtom/4118880213/
http://www.webjunction.org/events/webjunction/Best_Small_Library_in_America_2012.html

IT’S NOT ABOUT THE IDEAS. IT’S ABOUT MAKING THE IDEAS HAPPEN!

Nancy
Retired Computer Analyst & Future Librarian
Becky
36-Year Veteran & Know-It-All
Blinn
Traditional Librarian
Introverted Force to Be Reckoned With
Julie
Director & Keeper of the Piggy Bank

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
Emergent Leaders
Sharon Morris

• Listen
• Are verbally engaged
• Generate ideas
• Are informed
• Are firm, not rigid

Northouse, Peter (2013) Leadership: Theory and Practice
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

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

<table>
<thead>
<tr>
<th>Old Rule</th>
<th>New Rule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentors and protégés should have a lot in common</td>
<td>Actually the best matches are mismatches; they generate high potential for learning</td>
</tr>
<tr>
<td>Look for your mentor higher-up on the food chain</td>
<td>A good mentor is anyone you can learn from</td>
</tr>
<tr>
<td>Mentoring is one-on-one</td>
<td>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</td>
</tr>
<tr>
<td>Mentors pick their protégés</td>
<td>Partners are both involved in the selection</td>
</tr>
<tr>
<td>You’re a mentor or a mentee</td>
<td>Everyone needs mentors</td>
</tr>
</tbody>
</table>

- *Women’s Ways of Mentoring*, Dahle.

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**Mentoring Workbook**
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

http://www.flickr.com/photos/sheesh-wo/6594702249/
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

http://www.flickr.com/photos/seandreilinger/959864706/
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

actively exchange information, ideas, and expertise

http://www.flickr.com/photos/trucolorsfly/1732302968/
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!
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

Community Manager, WebJunction OCLC

petersoj@oclc.org

http://www.flickr.com/photos/xjrloki/5097846224/

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