

Leadership-related Competencies

Excerpts from the Competency Index for the Library Field

<http://www.webjunction.org/competencies/articles/content/67024491>

Compiled by WebJunction

June 2009

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Printed in the United States of America

Cataloged in WorldCat on June 1, 2009
OCLC Control Number: 367588462
ISBN: 9781556534140

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Library Management Competencies

Organizational Leadership

While library services involve many roles and staff members, the guidance and driving force originate with the director or manager. Examination of any dynamic and successful library will usually reveal an effective and energetic leader at the top.

Competency: Organizational Leadership	Uses leadership skills to provide vision and guidance to library staff, board members and the community
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Articulates the mission, vision and values of the library organization ▪ Aligns the library with, and is supportive of, the strategic directions and needs of the community ▪ Defines and communicates the library's goals and objectives aligned with the library's mission and vision ▪ Evaluates and revises if necessary the library's mission, vision, value statements and strategic plan ▪ Understands the social, political and economic context in which the library exists ▪ Models accountability for quality and timeliness of work and reliability in achieving excellent results
Competency: Organizational Leadership	Contributes effective strategies and decisions regarding library services and resources
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Understands the library's strengths, weaknesses, opportunities and challenges ▪ Recommends adopting, modifying or eliminating services, based on the best available evidence ▪ Prepares for and responds to crises and unanticipated events
Competency: Organizational Leadership	Provides effective leadership of all stakeholders and teams
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Keeps current with new approaches to team behavior and applies that knowledge to help achieve organizational goals and objectives ▪ Builds trust relationships with all stakeholders and establishes appropriate procedures to keep informed of and respond to issues ▪ Delegates decision-making authority and task allocation appropriately to maximize the effectiveness of organizational and individual efforts ▪ Secures and allocates resources to assure stakeholders' accomplishment of tasks and responsibilities ▪ Manages meetings and meeting participants effectively and practices consensus-building skills

Competency: Organizational Leadership	Applies change management to assure effective implementation of change and acceptance by all stakeholders
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Remains open to new ideas, keeps current on trends and issues, and seeks and sponsors innovations ▪ Recognizes the benefits of change and understands the principles, processes and responsibilities for managing organizational change ▪ Involves appropriate parties in planning, implementing and evaluating change ▪ Prepares staff, Library Board, users and other stakeholders for change through effective communication to raise awareness, build commitment and ensure understanding ▪ Anticipates change-resistant behavior (fear, conflict, negativity, complacency) and applies strategies to address it

Personnel Management

Productive performance by its personnel is the backbone of a successful library. Whether or not you prefer the term Human Resources Management, the strategic oversight of your workforce is key to achieving the library’s mission and goals.

Competency: Personnel Management	Leads and empowers employees to deliver effective, high-quality library service
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Fosters and facilitates a collaborative environment based on a shared vision ▪ Models enthusiasm and commitment and energizes staff to meet defined goals ▪ Communicates clearly and regularly with staff about library, government or major community changes that may affect them ▪ Promotes teamwork among staff and promotes team-building practices ▪ Ensures that diversity needs are respected and supported in HR processes ▪ Recognizes staff achievements through formal and informal methods
Competency: Personnel Management	Establishes effective strategies for performance management
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Establishes clear performance expectations linked to the library’s strategies and priorities, with appropriate levels of quantity and quality of work ▪ Enables staff to strive for continuously higher standards of performance ▪ Provides appropriate tools, resources and authority to support performance expectations ▪ Establishes methods for review and evaluation of performance and holds all staff accountable to meet performance expectations ▪ Provides constructive feedback and takes timely and consistent corrective/disciplinary action when appropriate

Project Management

The multiplicity of factors involved in managing any library project demands an organized approach. Basic project management skills enable the process for coordinating people, time, money and deliverables.

Competency: Project Management	Leads work teams with clear direction and effective communication
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Conducts strategic selection of team members ▪ Develops a work plan with tasks, timeframes, milestones, resources and realistic deadlines ▪ Anticipates potential problems, sets controls and contingency plans, and responds effectively to resolve barriers

Strategic Planning

A coherent overall plan that aligns with the library's goals and community needs will help the library provide successful programs and services.

Competency: Strategic Planning	Designs and implements an ongoing strategic planning process for the library
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Develops strategic plans to align with and fulfill organizational goals ▪ Analyzes and investigates the needs of the community and environment to anticipate and predict changing trends and influences ▪ Involves stakeholder groups in the planning process and promotes the plan's value to the community ▪ Creates appropriate mission statement, goals, objectives and activities that reflect analysis of community needs ▪ Ensures that long-term goals and objectives align with daily decisions and operations
Competency: Strategic Planning	Performs ongoing evaluation to gauge the success of the strategic plan
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Develops and applies appropriate methods to continually measure and ensure the quality and value of library services ▪ Modifies the strategic plan and redesigns processes as needed in response to ongoing analysis of community needs ▪ Monitors progress of service planning and provides follow-up, educational and accountability measures

Communication

Clear and effective communication is the basis for success in your relations with co-workers, managers, users and all stakeholders. Communication competency is integral to customer service.

<p>Competency: Communication</p>	<p>Communicates effectively using a variety of methods</p>
<p>Associated Skills and Knowledge</p>	<ul style="list-style-type: none"> ▪ Communicates openly and directly, both verbally and in writing ▪ Identifies issues and ideas to be communicated and provides information that is accurate and timely ▪ Presents ideas in a manner that is clear and concise, with an appropriate level of enthusiasm ▪ Demonstrates proficient writing skills (good grammar and sentence construction, accurate spelling, logical thought) ▪ Demonstrates proficient public-speaking skills (articulation, strong delivery, appropriate animation)
<p>Competency: Communication</p>	<p>Communicates effectively with a variety of audiences and individuals from diverse backgrounds</p>
<p>Associated Skills and Knowledge</p>	<ul style="list-style-type: none"> ▪ Speaks and writes in a manner that is professional, welcoming and appropriate for all audiences ▪ Demonstrates understanding of the perceptions, perspectives and communication styles of each audience ▪ Fosters an inclusive, affirming and respectful climate for communication
<p>Competency: Communication</p>	<p>Selects and applies the most appropriate and effective communication means to meet situational needs</p>
<p>Associated Skills and Knowledge</p>	<ul style="list-style-type: none"> ▪ Communicates effectively to obtain consensus, persuade, instruct and/or motivate ▪ Understands and practices techniques of active listening and asking open-ended questions ▪ Selects appropriate communication strategies to manage conflict constructively ▪ Demonstrates negotiation skills to secure beneficial outcomes

Personal Competencies

Leadership & Project Management

It is not necessary to have “manager” in your title in order to exercise leadership or project management. There are many small to large opportunities to demonstrate leadership and build your skills through experience. Practicing good project management processes and approaches will score points with co-workers of all levels and positions.

Competency: Leadership & Project Management	Aligns efforts with the vision and direction of the organization
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Demonstrates faith in the library’s vision, works to achieve it and inspires others to do the same ▪ Identifies the appropriate opportunities, resources and timing to act in support of the library’s vision and mission ▪ Works to meet or exceed goals by obtaining resources and support, and by eliminating obstacles
Competency: Leadership & Project Management	Demonstrates an aptitude for leadership
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Actively pursues and accepts leadership roles and demonstrates ability to lead teams effectively ▪ Takes initiative, seeks new opportunities and challenges, and applies creative and innovative thinking ▪ Maintains a positive attitude and sets an example for others to follow, no matter what position is held in the library ▪ Fosters an environment based on integrity and high ethical standards ▪ Empowers others to take ownership in decision-making and problem-solving ▪ Researches trends in leadership skills and styles and applies new knowledge effectively
Competency: Leadership & Project Management	Employs sound project management principles and procedures in the planning and implementation of programs and services (see also: Library Management > Project Management)
Associated Skills and Knowledge	<ul style="list-style-type: none"> ▪ Understands the basic principles and procedures of project management and the importance of applying them ▪ Defines outcomes and expectations based on user requirements and needs ▪ Develops support for projects that implement library goals and objectives ▪ Uses resources efficiently, prioritizes workflows and manages effectively within budget limits ▪ Demonstrates attention to detail ▪ Establishes processes for evaluating the effectiveness of the project and implementing

	<p>improvements as appropriate</p> <ul style="list-style-type: none"> ▪ Understands and fulfills legal or project requirements for compliance, record keeping and reporting
<p>Competency: Leadership & Project Management</p>	<p>Anticipates and adapts to change and challenges effectively</p>
<p>Associated Skills and Knowledge</p>	<ul style="list-style-type: none"> ▪ Maintains the flexibility to accept change and to adapt with curiosity and enthusiasm ▪ Maintains a positive attitude in the face of challenges and unanticipated changes ▪ Anticipates future trends and recommends changes in priority or direction in alignment with organizational goals ▪ Explores and adopts new technologies for their potential to deliver new ideas, products and services ▪ Recommends and takes reasonable risks to test implementations of change