Leadership & Values Concepts

Public Library Association

Draft for Discussion v4.0

Key Terms (including from v2.2 are in *italics)*

A Leader’s Work

As a library leader, I work –

* To help *Individuals* as well as our *Neighborhoods* and *Communities* *thrive*.
* Each day to be a *trusted resource* that helps everyone, including me, *have their voice be heard and contribute to a healthier and engaged community*.

Individuals

Working with individuals requires me to recognize that each of us has a story, purpose, aspirations and challenges that are important and often unique. Recognizing these differences and the varied ways in which we each learn…

My work with *Individuals* –

* *Is inclusive, requiring me to meet people where they are, seeking out those whose voices are not often heard*
* Helps each person *tell their stories, respecting different experiences and ways of knowing*
* Helps each person access and use information available to all, assisting with *discernment of the veracity of various sources*

Neighborhoods and Communities

Working in my community is important. There are also profound opportunities in neighborhoods and groups, those smaller associations – be they geographic, cultural, historic or interest-oriented – where my work finds substantial purpose and people might be more ready to engage.

My work with *Neighborhoods* and my *Community* –

* Recognize and *enable different forms of engagement* so that each person can gather in ways that are comfortable for them and contribute as they are able.
* *Connect* *people* with each other, *information*, and *knowledge*. Also, connect people with agencies that can help them thrive. This work and our information is for everyone: patrons, neighbors, visitors and policy makers and *takes place anywhere in our community*.
* Help people learn, discern and *reason* together, recognizing that current *systems* and structures, including those offered by my library, both help and hinder this work. This awareness requires me to listen and look for the intersection of community aspirations and challenges with the library’s capacity to respond. Furthering their shared goal may necessitate advocating and bringing about change within and outside of my library

How We Lead

To enable this work, I am committed to creating a spirit of *caring*, *integrity* and *optimism*. This requires that I bring librarians and others together so that we practice five leadership abilities with each person we serve, the neighborhoods in which we work, and the community in which we live -

1. ***Engagement allows us to acknowledge and involve all community stakeholders and affirm their potential for contributing to the well-being of the community***.

Engagement begins with the skill to discern and use different approaches for how we listen. Regardless of the approach we use, this work is always characterized by *authenticity* as a path to honesty and candor, *curiosity* to learn more, *empathy* to understand the depth and meaning of others’ experience, and *vulnerability* so that each person can engage with others as well as us.

1. ***Convening allows us to enable people to interact with each other, get to know each other, learn from each other and appreciate that contributions of many are needed to realize shared aspirations.***

As with engagement, convening requires different approaches so that people care, the context is relevant, and a task is at hand. Common approaches include *dialogue* for deep listening, *facilitation* for shared discovery, and *mediation* for some of our most intractable problems.

1. ***Sharing allows us to communicate authentically what is expressed and learned from various convenings so that all may have a common understanding of what is learned and of the challenges and goals brought forward.***

Sharing is often the product of sustained work and our ability to *think critically*, *integrate data and stories*, and inspire *imagination*.

1. ***Collaboration allows us to work toward achievement of common goals, drawing on skills and resources of various individuals and*** ***agencies and exploring the network of connected persons***.

Context matters in collaboration because uncertainty is more common than not in today’s world. This requires that we are *comfortable with ambiguity* while working toward an *ambitious* and *shared vision*, *tenacious* in bringing people together when events and people unfold in unpredictable ways, and *resilient* so that we are able to thrive while serving others.

1. ***Advocating allows us to use the library’s position of trust to further the community’s goals, employing our political savvy and speaking truth to power in order to enable concerns to be heard, barriers to be removed, and/or resources to be redirected as needed.***

Advocacy begins with gathering and employing information, ideas and resources. As with the people we help, we need the ability to *speak truth to power*, *advocate for our mission*, and have the *political savvy* to be truly heard and responded to by others.

With Concern for Our Values

*Core Responsibilities*

***Learning + Literacy***

* Learning: Recognize that everyone will need to engaged in lifelong learning through multiple means including formal education, hands-on and peer-to-peer learning as well as through library resources and programs
* Literacy: Acknowledge the multiple literacies of 21st century learning including not just reading and writing, but numeracy, digital literacy, audio-visual communication, and more

***Stewardship + Integrity*** (paradox: do both simultaneously to resolve tension)

* Stewardship: caring for people, neighborhoods and community so that they are heard and understood as they tell their own stories and share their views, while also tending library resources that include staff time, collections, space and finances.
* Integrity: allocate resources in alignment with community goals and aspirations, and following through on commitments to individuals and groups

*Values*

***Respect + Civility*** (paradox: do both simultaneously to resolve tension)

* Respect: provide space for all to be engaged and heard
* Civility: promote dialogue, discussion and debate that helps people explore ideas openly and without fear; be intolerant of intolerance of others

***Inclusion + Equity***

* Inclusion: provide an environment where all are welcome to be who they are and who they desire to become
* Equity: provide varying levels of support to ensure that each person has access to all of the library’s resources and services

***Service + Privacy*** (paradox: do both simultaneously to resolve tension)

* Service: support policies and practices that make the library’s resources easy to access and use
* Privacy: support policies and practices that ensures each patron’s privacy: their own information and the library resources they access

**Information + Truth**

* Information: provide access to materials and be forthright and fulsome about facts and research, especially to help people reach their own conclusions using the assets we provide
* Truth: identify what is known through research and other rigorous means of information gathering

Design notes:

Under “A Leader’s Work” - Highlight the linkages and progression below when the final version is designed

Step 1 Red = Acknowledging and affirming, related to connecting and inclusion

Step 2 Green = Help people connect (with each other)

Step 3 Blue = Information that helps people reason, make decisions, and take action

“A Leader’s Work” and “How We Lead” might become a matrix

Success in applying this model will vary based on local context

Consider possibilities for an assessment to determine areas of strength and growth (individuals, organizations, neighborhoods)