

ENHANCING  
**YOUR**  
CREDIBILITY AS  
A LEADER

Michigan Library  
Association

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# TODAY'S LEARNING OBJECTIVES

- UNDERSTAND THE DIFFERENCE BETWEEN LEADING AND MANAGING
- UNDERSTAND THE THREE ROLES OF A LEADER
- APPLY A CURRENT BUSINESS INITIATIVE TO THE THREE ROLES OF A LEADER

# MANAGING VS. LEADING

- PLANS AND BUDGETS M
- ALIGNS CONSTITUENTS L
- MOTIVATES AND INSPIRES L
- ORGANIZES STAFF M
- CONTROLS AND SOLVES PROBLEMS M
- SETS DIRECTION L

# MANAGEMENT AND LEADERSHIP

## MANAGER

- Plans and Budgets
- Organizes and Staffs
- Controls and Solve Problems



## CREATES ORDER

“Produces a degree of predictability and order, and has the potential of consistently producing key results expected by various stakeholders.”

## LEADER

- Sets Direction
- Aligns Constituencies
- Motivates and Inspires



## PRODUCES CHANGE

“Produces change, often to a dramatic degree, and has the potential of producing extremely useful change.”

# VISION: DEFINITION

AN IMAGINED FUTURE CONDITION  
**BROADER IN SCOPE** THAN A GOAL.

# VISION: DEFINITION

## SEEKS TO:

- **CREATE UNQUESTIONABLE VALUE**
- **SERVE IN AN UNPARALLELED WAY**
- **REINVENT HOW IT DOES BUSINESS**

# VISION TRIVIA

- VISION FROM A WELL-KNOWN ORGANIZATION
- CALL OUT THE NAME OF THE ORGANIZATION THAT PROMOTED IT.

*PUT A COMPUTER ON EVERY DESK IN EVERY HOME.*

*MICROSOFT*

# VISION TRIVIA

*CREATE A VIDEO PLAYER SUITABLE FOR  
HOME USE IN BOTH SIZE AND PRICE.*

*SONY, 1964*



# VISION TRIVIA

*ORGANIZE THE WORLD'S INFORMATION  
AND MAKE IT UNIVERSALLY ACCESSIBLE  
AND USEFUL.*

*GOOGLE*

# VISION TRIVIA

*BUILD A PLACE WHERE PEOPLE CAN COME  
TO FIND AND DISCOVER ANYTHING THEY  
MIGHT WANT TO BUY ONLINE.*

*AMAZON.COM*

# VISION TRIVIA

*BRING GIRLS OUT OF THEIR  
CLOISTERED HOME ENVIRONMENTS TO  
SERVE IN THEIR COMMUNITIES AND  
EXPERIENCE THE OPEN AIR.*

*GIRLS SCOUTS OF AMERICA  
FOUNDER JULIETTE GORDON LOW, 1912*

# VISION TRIVIA

*BRING INSPIRATION AND INNOVATION TO  
EVERY ATHLETE IN THE WORLD.*

*NIKE*

# VISION TRIVIA

*DELIVER HAPPINESS TO CUSTOMERS,  
EMPLOYERS, AND VENDORS.*

*ZAPPOS.COM*

# VISION: KEY DRIVERS

- **EXPLORATION**
  - REMAINING OPEN
  - PRIORITIZING THE BIG PICTURE
  
- **BOLDNESS**
  - BEING ADVENTUROUS
  - SPEAKING OUT
  
- **TESTING ASSUMPTIONS**
  - SEEKING COUNSEL
  - EXPLORING IMPLICATIONS

# MANAGEMENT AND LEADERSHIP

## PLANNING & BUDGETING

- Creates Order
- Eliminates Risk
- Sort Time Frame



PLANS AND MEASURES

## SETTING DIRECTION

- Disrupts
- Takes Risks
- Longer Term



VISION AND STRATEGIES

# ALIGNMENT: DEFINITION

## GAINING **BUY-IN** FROM THE ORGANIZATION AND YOUR TEAM



# ALIGNMENT: DEFINITION

- CRITICAL STEP FOR VISION TO BECOME REALITY
- REQUIRES CONTINUAL COMMUNICATION
  - UPWARD
  - DOWNWARD
  - LATERAL
- GETTING BUY-IN TO THE VISION FROM THOSE INVOLVED
  - TASK PERSPECTIVE
  - EMOTIONAL PERSPECTIVE

# ALIGNMENT: KEY DRIVERS

- **CLARITY**
  - EXPLAINING RATIONALE
  - STRUCTURING MESSAGES
  
- **DIALOGUE**
  - EXCHANGING PERSPECTIVES
  - BEING RECEPTIVE
  
- **INSPIRATION**
  - BEING EXPRESSIVE
  - BEING ENCOURAGING

# MANAGEMENT AND LEADERSHIP

## ORGANIZING & STAFFING

- Decision-Making Process
- Focuses on Specialized Jobs
- Uses Formal Structure



COMPLIANCE

## ALIGNING PEOPLE

- Communication Process
- Pulls People Together
- Uses Informal Relationships



COMMITMENT

# EXECUTION: DEFINITION

TURNING THE **IMAGINED FUTURE**  
**CONDITION** INTO REALITY.

# EXECUTION: DEFINITION

## EXECUTION IS IMPORTANT BECAUSE:

- IT PROPELS THE DEVELOP OF CONCRETE STRATEGIES.
- IT MAKE THE VISION ATTAINABLE.
- IT GIVES PEOPLE A SENSE OF ACHIEVEMENT.
- IT FULFILLS THE PROMISE OF THE VISION.

# EXECUTION: KEY DRIVERS

- **MOMENTUM**
  - BEING DRIVEN
  - INITIATING ACTION
  
- **STRUCTURE**
  - PROVIDING A PLAN
  - ANALYZING IN-DEPTH
  
- **FEEDBACK**
  - ADDRESSING PROBLEMS
  - OFFERING PRAISE

# MANAGEMENT AND LEADERSHIP

## CONTROLLING & PROBLEM SOLVING

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- Constrains Energy
- Tries to Keep Bad Things From Happening



STABILIZES

## MOTIVATING & INSPIRING

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- Expands Energy
- Tries to Make Good Things Happen



ENERGIZES

# YOUR LEADERSHIP ACTION PLAN

1. WHAT CAN YOU DO **TODAY** TO ENHANCE YOUR CREDIBILITY AS A LEADER?
2. WHAT WILL YOU DO **IN THE NEXT 30 DAYS** TO ENHANCE YOUR CREDIBILITY AS A LEADER?



# FUTURE STATE

**IT IS A LEADER'S PRIMARY RESPONSIBILITY  
TO TAKE CARE OF TOMORROW.**

**IF WE DON'T DO THIS,  
WHO WILL?**

