Navigating the Storm: Leadership in Times of Crisis
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Agenda:

- Focus on the Mission
  - Acknowledge the crisis
  - Realign library priorities

- Changing Behavior
  - Clarity Precedes Competence
  - When you can’t Lean In, Lean Six

- Information & Communication
  - Maintain Transparency
  - Manage Expectations
  - Rumors & Info Lit

- Lead with Care
  - Gather the team closer
  - Use your reference skills
  - Prioritize the welfare of team members
Emergency Toolkit:
1. Remain calm
2. Focus on the mission
3. Prioritize the welfare of others
Emergency Toolkit:

- Required Reading:

1. Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions by John Kotter
2. Who Moved My Cheese? by Spencer Johnson, M.D.

*An A-Mazing Way to Deal with Change in Your Work and in Your Life*
Focus on the Mission

- Acknowledge the crisis
- Realign library priorities with the new needs of your organization
  - Assess the new situation
    - Institutional context & priorities
    - Library resources & potential
- SWOT Analysis
Focus on the Mission

- Required Reading:
Changing Behavior

- Clarity Precedes Competence
- When you can’t Lean In, Lean Six
Changing Behavior

- Required Reading:
  - *Switch: How to Change Things When Change Is Hard* by Chip Heath & Dan Heath
  - *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services* by John J. Huber
• **Direct the Rider**
  - Clear Direction
  - Reduce “analysis paralysis”

• **Motivate the Elephant**
  - Appeal to the emotional “gut check” as well

• **Shape the Path**
  - Tweak the environment
  - Remove obstacles
Lead with Care:

- Gather your team closer
  - Mutual reliance

- Use Reference Skills
  - Competing Commitments
  - Diagnose & respond to the actual (unspoken) questions

- Prioritize the welfare of others
  - Are jobs secure?
  - How do we build morale?
Lead with Care

- Required Reading:

LEADING FROM THE FRONT
NO-EXCUSE LEADERSHIP TACTICS FOR WOMEN
CAPTAINS OF MARINES
ANGIE MORGAN AND COURTNEY LYNCH

RADICAL CANDOR
BE A KICK-ASS BOSS
WITHOUT LOSING YOUR HUMANITY

KIM SCOTT

THE NO ASSHOLE RULE
Building a Civilised Workplace and Surviving One That Isn't

ROBERT SUTTON

“Entertaining and important... this book is a blow for humanity as well as management”
-Churchill

Over 500,000 copies sold
Lead with Care:

- Gather your team closer
  - Mutual reliance
- Use Reference Skills
  - Competing Commitments
  - Diagnose & respond to the actual (unspoken) questions
- Prioritize the welfare of others
  - Are jobs secure?
  - How do we build morale?
Information & Communication

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Information & Communication

- Required Reading:

- Crucial Conversations: Tools for Talking When Stakes Are High
  By Patterson, Grenny, McMillan, & Switzler

- Buy-in: Saving Your Good Idea From Getting Shot Down
  By John P. Kotter & Lorne A. Whitehead
Summary:
- Focus on the Mission
- Changing Behavior
- Lead with Care
- Information & Communication

Emergency Toolkit
- Remain Calm
- Focus on the Mission
- Prioritize the Welfare of Others