

The “Governance” Model In Brief

1. Every kind of board (community, elected, appointed, public, nonprofit, private, church, school, library) works towards the goal of spending most of their time at the leadership level, in partnership with the director or manager of their organization. They find legal and ethical ways to move away from being stuck at their own task and management levels. The world is changing faster all the time, and every board needs to spend more and more of their time thinking about the future.
2. The day-to-day management of the library is the business of the director and the staff, not the board. The board does not interfere with the duties of the staff and the other task and management levels of the organization. They evaluate the library’s or organization’s progress and operations based on written goals and evaluation criteria, which are negotiated with the director as part of the strategic plan for the organization. This system protects the library, the board, the director, the staff, and the community, because the criteria are public and evidence-based. This can eliminate “management by personality.”
3. There needs to be legal and ethical means for the staff of the library to provide feedback regarding the behavior of the director, i.e., a legal evaluation and grievance process.
4. The director also needs to spend more time addressing the future. This means building a paid and volunteer staff for the organization, no matter how small, poor, or “important” the community.

The Stakeholders

1. The Library and Its Governing and/or Advisory Board
2. The Library Friends and Its Board and Volunteers
3. The Library or Community Foundation and its Board
4. The Library Director
5. The Library Staff Members
6. The greater community, including both individuals and groups
7. The library system and the state library commission
8. The library profession, including the American library association
9. Local, state, and federal laws and agencies

Who Makes A Successful Board Member?

I. (The Board Leader) president/committee chair/community leader

1. I have the ability to influence people in a positive manner to follow my lead.
2. I believe that almost any problem can be solved.
3. I am usually the last person in the room to run out of ideas.
4. I think about the future most of the time.

II. (The Board Manager) treasurer/secretary

1. I am very good with numbers, and I like math and finance. h
2. I like details and will spend the time to get something right.
3. I like to keep to a budget and deadlines.
4. I have good verbal and written communication skills.

III. (The Board Technical Expert) executive/legal/technical

1. I know the technical aspects of my area of expertise inside out.
2. I know how to analyze the benefits and costs of other products/services.
3. I am willing to consider and test new ideas.
4. I understand the difference between perfection and practicality.

IV. (The Board Salesperson) Recruitment/fundraising/community interaction

1. I can leave a meeting with a check that clears the bank.
2. I like people.
3. People perceive me as honest and likable.
4. I generally get what I want from other people without threatening or blaming.

Who Makes A Successful Board Member?

Adapted with permission from James LaRue, Douglas County Library District

1. You seek advice of the people you serve.
2. You seek the advice of the people who administer your policies.
3. You take advice and act on it.
4. You make your case in plain terms to staff and public.
5. You take complaints seriously.
6. You admit mistakes, quickly and publicly.
7. You focus on customer convenience.
8. You focus on productivity, principles, and good judgment, rather than process and policy.
9. You say hello to everybody, all the time.
10. You smile at board members, staff, and the public with good will.

Tools for Public Boards - Adapted from the policies of Corning Glass

1. You behave as if your words and actions will always be reported in the media.
2. You elicit the best from everyone you meet.
3. You add to productivity and lower the cost of doing business.
4. You behave so that the people you love will be proud of you.
5. You take the high road, forget personal differences, and earn the public trust.
6. You follow the letter and the spirit of the law in word and deed.

The Roles and Duties of Library Trustees, Directors, Staff, and Library Stakeholders

Pat Wagner, Pattern Research, PO Box 9100, Denver CO 80209-0100; 303-778-0880

fax: 303-722-2680; e-mail: pat@pattern.com; www.sieralearn.com

The Organizational Map

Leadership level: Anticipate.
(Vision, risk, influence)

Change, creation, external collaboration with other decision-makers, marketing, command decisions, investment, sales. Mentors. The mission. The biggest picture. Long-range planning (more than two years out). Risk and the future. The telescope. The principles. Where are we going, and Why? The heart and brain. (Danger: Out of touch with reality and people.) *Watch out for loose cannons, lone eagles, and elitists!*

Managerial level: Pause, step back, check in.
(Communicate, coordinate, translate)

Organize people, ideas, and projects; coaches. Supervise. “Wait a minute.” The bigger picture. The camera. Systems, rules, policies, structures. Budgets, schedules, department-level problem-solving. The goals and strategies. Meetings and committees. Focus on maintaining the past. What? Voice and skeleton. (Danger: The rules become the goals.) *Watch out for bureaucrats, list-makers, and micromanagers!*

Task level: React.
(Professional, technical, clerical, support)

Details, autonomy, right in front of me. Teaches. Short time horizon. Focus on the present. The tactics. The eyes, ears, and hands. The microscope. Feedback. Procedures. How? Interaction with customers and taxpayers. (Danger: The only “real work”.) *Watch out for perfectionists and lurkers.*

Board, Director and Staff Roles

The Governance Model

The Board	The Director & Staff
<p>Board Leadership</p> <p>Risk and the Future</p> <p>Politics and Influence</p> <p>Mission and Vision</p> <p>Strategic planning: + two years</p> <p>Where are we going and why</p> <p>Partner with library director</p>	<p>Director Leadership</p> <p>Risk and the Future</p> <p>Politics and Influence</p> <p>Mission and Vision</p> <p>Strategic planning: + two years</p> <p>Where are we going and why</p> <p>Partner with board and staff</p>
<p>Board Management</p> <p>Budget approval</p> <p>Director hiring and evaluation</p> <p>Policy approval</p> <p>Committees and meetings</p> <p>Community relations</p> <p>Board projects and by-laws</p> <p>Board goals and strategies</p>	<p>Director/Staff Management</p> <p>Coach and evaluate staff</p> <p>Organize departments</p> <p>Plan and evaluate projects</p> <p>Create budgets and policies</p> <p>Listen to staff and community</p> <p>Communicate and translate</p> <p>Library goals and strategies</p>
<p>Tasks</p> <p>Active meeting attendance</p> <p>Minutes and legal details</p> <p>Sign checks (as appropriate)</p> <p>Recruitment and training</p> <p>Research and assignments</p> <p>How the board runs itself</p>	<p>Tasks (Examples)</p> <p>Reference/Access Services</p> <p>Cataloging/Tech Services</p> <p>Circulation/Book Repair</p> <p>Children/Marketing</p> <p>Customer service/Admin.</p> <p>How the library runs</p>

Remember Your Community!!!!

The Roles and Duties of Library Trustees, Directors, Staff, and Library Stakeholders

Pat Wagner, Pattern Research, PO Box 9100, Denver CO 80209-0100; 303-778-0880

fax: 303-722-2680; e-mail: pat@pattern.com; www.sieralearn.com

Introduction: Ethics and Libraries: A Short History

1. **Ethics** is the study of moral issues: good and evil, right and wrong.
2. It requires a heart and a brain: **evidence** (science) and **wisdom** (history).
3. **Good people can and do disagree**; the challenge is how we live together well even when we don't agree.
4. **Organized religion=Politics=Power=War** at the time of the Founders of the United States. Mixing religion and politics was a slippery slope.
5. The Rule of Law:
 - a. The procedure of the **creation** of the law is known: **Governance**
 - i. Who makes decisions
 - ii. What decisions are made
 - iii. How decisions are made
 - iv. The process is Accessible and Ordinary.
 - b. The law is known: Accessible and Ordinary.
 - c. The law applies to everyone equally.
 - d. The law is rational and reasonable: the Common Sense test.
 - e. It is designed to limit the powers of the state or elite against citizens.
 - i. The elite are not the source of law: "The King."
 - ii. The elite should not benefit: "The In-group."
6. Magna Carta: To no one will we **sell**, to no one will we refuse or delay, **right** or **justice**.
7. Contracts are written agreements. The Constitution and the Bill of Rights are contracts, as are laws and policies. No one should be made a criminal by the creation of "secret" laws.

The Roles and Duties of Library Trustees, Directors, Staff, and Library Stakeholders

Pat Wagner, Pattern Research, PO Box 9100, Denver CO 80209-0100; 303-778-0880

fax: 303-722-2680; e-mail: pat@pattern.com; www.sieralearn.com

8. In a republic that is founded on democratic process, the people vote for representatives. The representatives make laws, make decisions, and take actions at the will of the people and serve at the pleasure of the people.
9. The republic can become an oligarchy—rule of a few bullies; the democracy can become a mob—rule of the majority of bullies (but controlled by the few bullies). Bullies don't like contracts, unless the contracts favor their control.
10. Sometimes the representatives are wrong, sometimes the people are wrong, sometimes everyone is wrong, and we still have to decide and act.
11. Checks and balances keep the sloppy mess in order, sort of.
12. The spirit of the law should be obeyed as is the letter of the law. The attention to the spirit of the law is a good predictor of the ethics of a political body.
13. Smugness and self-righteousness are addictive and justify incivility.
14. What is not the law today could be the law tomorrow, and vice versa.
15. We have exactly the local government we deserve.
16. Ethical behavior in local politics can be about NOT doing something, even when we can. Usually means we are not imposing our views on others.

Random ideas about freedom and libraries

There were no publicly funded “public libraries” or “public schools” at the time the Bill of Rights was written. We guess a lot.

Truth is not a democracy. A majority opinion does not make the earth flat, or square, or round.

A fact is not always the same as what you think, feel, or have experienced in your life. Personal experience only goes so far. Research helps.

Looking for those examples only that agree with your point of view is not an honest or accurate way to conduct research. It is called verification, and it has limited uses as a way of finding the truth. Listen to the other sides.

Libraries choose out of simple necessity, within the limits of budget, space, personnel and other finite resources; that is not the same as censorship.

A library filled with books that everyone could agree on would have about ten books. And, library staff have to watch out for their own sacred cows.

The dark side of judgment is prejudice. Another reason we need facts.

In twenty years, we will look back on these times and wonder how we could have all been so silly about many things.

We will know how to handle the Internet in 50 years. This is the same thing that happened when the printed book came on the scene to challenge the supremacy of the hand-written manuscript.

The Five-Minute Strategic Plan: Creating a Destination and Managing Library Resources

1. Input from our stakeholders.
2. Leadership: Where are we going, and why.
3. Management: What projects must we complete?
4. Task/Tactics: How are we going to do them?
5. Feedback from our stakeholders.

Quick, Cheap & Decent Strategic Planning

Why even the smallest, poorest, newest, oldest, richest and most successful libraries all need a strategic plan.

1. Creates a written contract for making decisions.
2. Replaces personality cults with written agreements.
3. Reduces micromanagement by board, director and staff.
4. Provides objective criteria for evaluations
5. Gets everyone on the same page: saves time and money.
6. Everyone has the same information: transparency promotes trust.
7. Creates a contract between director and board: accountability.
8. Creates criteria for decision-making: Does it support the plan?
9. Moves the library forward to a new destination.
10. Stays relevant to the community it serves.
11. Eliminates pet projects.
12. Establishes new goals for everyone: Everyone grows.
13. Establishes a consistent plan for change.
14. Why does the library have to change?
 - a. Culture and society are changing.
 - b. Technology is changing.
 - c. The current library users are changing.
 - d. Potential library users are changing.
 - e. Former library users are changing.
 - f. The communities and institutions the library serves are changing.
 - g. The library's competitors are changing.

Conventional wisdom says you win elections by:

1. Identifying the “undecided” and convincing them, rather than trying to change the minds of the opposition.
2. Putting most of your efforts into identifying supporters and physically getting them to the polls: “election day” team for calls, rides, etc.
3. Collecting statistics of recent elections to determine whom you need to win over and how many are needed to win the election.
4. Creating alternative plan is needed in case you lose.
5. Balancing mission statement of team between “winning” versus maintaining and building relationships with neighbors. Does no good to win the battle and hurt the community with an ugly war.
6. Setting very specific goals and plans of action at each checkpoint.
7. Dividing up duties so that people do not burn out.
8. Broadening base of support.
9. Emphasizing strong code of ethics and excellent behavior towards everyone.
10. Practicing the answers to difficult questions.
11. Modeling exemplary behavior at all times with everyone.
12. Focusing on convincing the people who count.
13. Setting individual goals on “sales calls” and “successful sales” per week.
14. Calling everybody for support—identifying networks and communities.
15. Being positive and above reproach.
16. Preparing simple materials that can be easily used by the media.
17. Putting aside old feuds.
18. Picking specific spokesperson to deal with media, public criticisms, etc.
19. Focusing early on recruiting key public people from several camps to endorse your side’s vote.

Sample Guidelines for Meetings

For these to work, they need to be created and agreed upon by the group, there needs to be agreed upon consequences if they are not adhered to, and they need to be revisited at each formal meeting.

1. Full attention and participation. Do not bring other work. Refrain from side conversation about private business during the formal meeting. Show up to work actively. Speak up in the room, so you can keep quiet afterwards.
2. No war stories/no “day in court.” Stay concise. Keep in the present moment; speak only to the current issue on the table. Stay in the workplace mentality; this group is not your family or therapy. Speak only to add new information; do not repeat other people's positions, and do not repeat information you have already presented.
3. Share the time. Everyone has to have an equal share of discussion time in order for the group to succeed. Make it a point to ask other people for their opinions. Use “polling” and “straw polls” as ways of eliciting information from others. If you are a talker, give others explicit permission to interrupt you and move on. Stay disciplined so that they rarely have to remind you to be quiet.
4. Stay productive. Work for a better future. Ask yourself if what you are about to say elicits the best from others and if it is a contribution that benefits the library. Your nonverbal demeanor should be easy to interpret as indicating that you are listening respectfully. If you disagree strongly with someone, say, “I disagree strongly.” Ask for more information and clarification. There is never an excuse for yelling, pouting, heaved martyred sighs, whispered criticisms, violating confidences, or other emotionally intimidating behaviors. Ask for what you want in such a way as to make it easy as possible for the other person to say yes.
5. Speak for only yourself during the meeting. Say “I”, not “we or they”. Do not answer for other people. Do not attempt to represent the opinions of others. Ask that complaints outside the group be presented in writing - no hearsay!

Governance Issues – Some questions

What is the decision that has to be made?

What problem(s) are being addressed?

What are the criteria for success?

When and how will success be evaluated?

How will this be communicated (in a timely fashion)?

Who makes the decision?

By whose authority?

How is the “who” communicated to the people affected?

How will the decision be made?

Who has input?

Who will be affected?

Who will pay for it?

Who will implement it?

Who is responsible?

What facts need to be verified?

What decision-making model will be used?

Vote?

Consensus?

Arbitration?

Mediation?

Facilitation?

How will all of this be communicated?

By when does the decision have to be made?

What resources will need to be allocated?

How can this decision be modified?

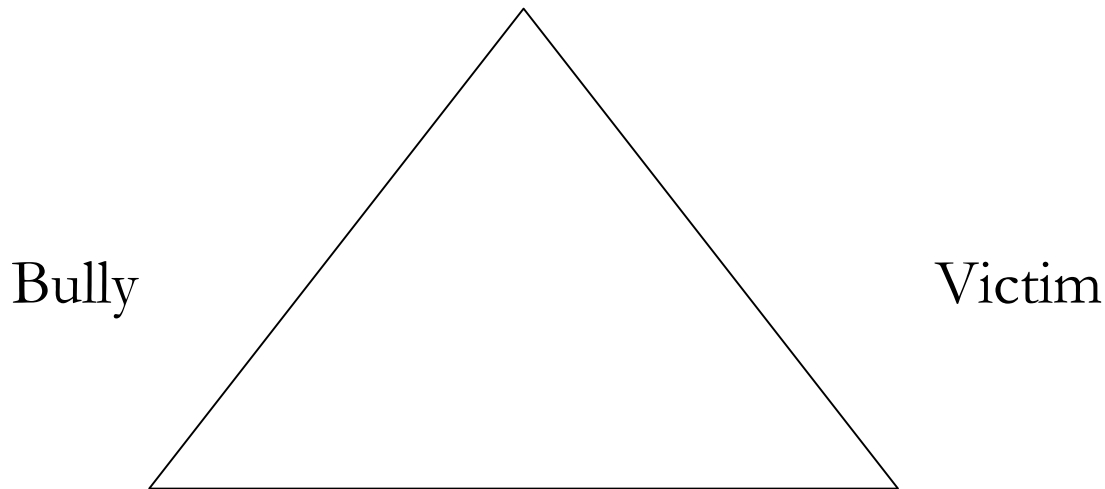
How will this be communicated?

The Roles and Duties of Library Trustees, Directors, Staff, and Library Stakeholders

Pat Wagner, Pattern Research, PO Box 9100, Denver CO 80209-0100; 303-778-0880

fax: 303-722-2680; e-mail: pat@pattern.com; www.sieralearn.com

The Conflict Triangle



Meddler

1. Bully: Uses emotional intimidation consciously or unconsciously to influence behavior. Mostly unaware of effect of own behavior on others. Feels justified. Violates workplace boundaries. Focus of attention. Thinks s/he is the victim.
Instead: Listen, ask questions, empathize, talk and act less, pause.
2. Victim: Overwhelmed by the behavior of others; does not set boundaries for themselves. Feels frozen. Tends to blame others. Focuses on problems, not solutions. Becomes addicted to the behavior of the bully. Recruits meddlers.
Instead: Take action for oneself; ask for real help: assignments!
3. Meddler: Interferes with the relationships of others, preventing the parties from resolving their own issues. Takes over communication. Caretaker. Prevents consequences. Warm chats instead of action
Instead: Coach, get own satisfying life, have peer relations, give assignments.

The Roles and Duties of Library Trustees, Directors, Staff, and Library Stakeholders

Pat Wagner, Pattern Research, PO Box 9100, Denver CO 80209-0100; 303-778-0880

fax: 303-722-2680; e-mail: pat@pattern.com; www.sieralearn.com

The Importance of Precision

Respect, and other words that have no meaning

One skill required to ensure effective communication is the ability to talk about specific behavior in a precise manner. For example, many people who are unhappy about how they are being treated by their supervisors will say they want “respect”. By using the word “respect,” they are not giving the other party specific information. Here are some specific requests for “respectful” behavior.

1. “I want you to address me by my name, instead of ‘Hey you!’”
2. “I want to be introduced to visitors to the library.”
3. “I want to be invited to budget meetings at least once a month.”
4. “I want to have your attention without your interrupting our conversations in your office to take phone calls.”
5. “I want you to let me finish my sentences.”
6. “I want to see some of my ideas implemented or know the reasons why they not being used.”
7. “I want to be included in decision-making that affects my job.”
8. “I want to be asked to stay late, not told.”
9. “I want the rules to apply to everyone in the library equally.”
10. “I want you to be quiet and look at me when I am giving presentations in team meetings.”
11. “I want a turn running staff meetings.”
12. “I want you to give me criticism about my work in private, not in front of my team members.”
13. “I want you to say hello to me every day.”
14. “I want to be given more difficult projects.”