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2007 AALL MANAGEMENT AND LEADERSHIP INSTITUTE: A REVIEW

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On March 5 through 8, 2007, the American Association of Law Libraries sponsored its first Management and Leadership Institute. Held in Tucson Arizona, the program was attended by 35 law librarians from throughout the United States. The Institute was envisioned and organized by Michael Chiorazzi, Associate Dean for Information Services, Professor of Law and Information Resources and Library Science at the University of Arizona James E. Rogers College of Law. The Institute was facilitated by Maureen Sullivan, described in the program materials as “an organization development consultant whose practice focuses on the delivery of consulting and training services to libraries and other information organizations.” (For more information, see www.Maureensullivan.com.) According to Celeste Smith, Education Manager, AALL, “Maureen Sullivan is the best in the business! She is highly sought after and we are extremely privileged to have her as facilitator.” Those who attended the Institute know this statement is true. Maureen put together an excellent agenda for the session, full of relevant and practical topics, making the most of every minute of her four days of presentation time.

The sessions addressed these topics: *Management and Leadership: Principles, Practices and Competencies*, *Developing Effective Interpersonal Relationships*, *Juggling: Learning the Art (and Science) of Management*, and *Transforming Libraries: Inspiring Change*. An ambitious set of objectives was presented to the participants on the first day and every one of them was expertly addressed during the course of the Institute. Maureen ably—and almost singularly—kept the attention of the participants during the entire Institute, making a seemingly impossible task look effortless.

The Institute opened by defining the competencies of the effective “managerial leader”, which include such skills as networking, negotiating, and budgeting. The discussion then transitioned from the theoretical to the practical: how to determine one’s own strengths and weaknesses in each of these areas and how to develop needed skills.

While there are many tools for self-evaluation, Maureen suggested the “Leadership Behaviors Organized by Practice” checklist contained within *Leadership Practices Inventory, Third Edition, Participant’s Workbook*, by James M. Kouzes and Barry Z. Posner. Those completing the 30-point checklist were asked to rate themselves in the following areas: “Model the Way”, “Inspire a Shared Vision”, “Challenge the Process”, “Enable Others to Act”, and “Encourage the Heart.” The following steps were then suggested to help develop those skills in which one determined herself to be weak:

1. Review your results
2. Identify where to focus
3. Talk with others to gain their perspectives; learn from them
4. Set goals
5. Develop a plan
6. Identify sources of support

This teaching approach—going beyond the theoretical into the realm of the practical and the personal—was one of the primary reasons this Institute surpassed other similar sessions.

The second day focused on interpersonal competence and how to take into account the human factor while becoming an effective managerial leader. One of the most practical topics covered was the importance of active listening and the use of the following effective techniques to convey to others that you hear and understand what they are saying: use of open-ended questions, paraphrasing, helping to clarify, asking others how they were affected, and suggesting resources.

During the Institute, participants routinely broke into small groups for further discussion, to receive assistance with an actual work situation, or to receive input on a personal development plan. The groups were often divided by type of library institution. This strategy aided with transitioning from the theoretical to the practical, providing valuable time for introspection and feedback from colleagues, and it allowed time for networking.

The third day of the Institute consisted of learning the art and science of management. Topics included the strategic planning process, essentials of project management, budget issues, and proactive problem solving. Participants learned that the strategic planning process involves many key steps to ensure proper planning. It is important to know your organization’s mission and to make sure the library mission is aligned with that of the organization. A manager should examine the external world to determine trends and developments in the field as well as develop a vision. The vision should be a picture of what the library aspires to do. The manager should include the staff in developing the vision. The manager should also align the library’s plan with the larger institution’s plan and get involved at all levels. S.W.O.T. analysis is an excellent tool to identify the key Strengths, Weaknesses, Opportunities, and Threats to an organization. Goals and objectives should also be developed to help guide the library. These should be S.M.A.R.T.: Specific, Measurable, Action-oriented, Realistic, and

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Timed/timely. Monitoring and marking progress on a regular basis is important to see if the library is on target. The strategic plan should be a working document which can be revised as needed. An assessment process should be part of the strategic plan to determine if goals have been met. Rewards and recognition should tie into the achievement of the goals.

The topic “Budgeting to the Plan” was presented by Shelley Phipps, Assistant Dean for Team and Organization Development at the University of Arizona Library in Tucson. Shelley pointed out that integrated financial management involves planning what to do, planning how to do it, developing costs associated with the plan, providing the resources, proactively tracking the project, and evaluating the results. In order to develop a budget proposal, one must determine what you want to do (i.e. determine the desired result), why you need to do it (i.e., customer need, process improvement, competency development for the future), and, what is needed to do it (i.e., type of financial investment, help, specific timetable). One must also consider how the results will be evaluated. Shelley provided insight into the types of accounting and how to create a budget proposal.

The third day ended with a discussion on project management and problem solving skills. We learned the simplest project management model is P-D-C-A (Plan, Do, Check, and Act) in a circular cycle. The basic stages in project planning include defining the project, planning the project, implementing the project, and evaluating and closing the project. A formal project team may also need to be designated. Roger Kaufman, in his book *Identifying and Solving Problems: a System Approach*, offers the following six-step model for solving problems:

1. Identify a problem based on needs
2. Determine solution requirements and identify solution alternatives
3. Select solution strategies
4. Implement
5. Determine effectiveness
6. Revise as required

The fourth day of the Institute involved discussion on transforming libraries and inspiring change. Topics analyzed included team development, motivating and building commitment to change, how to stay motivated and energized, and how to position for promotion to library management.

In team development, members often enter a team with different feelings and thoughts. The team leader needs to provide direction during team formation. Competition and conflict may arise among team members. In this stage of “storming”, coaching is required by the team leader. The team must focus on

problem solving in order to grow and evolve. The leader should guide, clarify, explain, and direct. In the next stage of “norming”, the group develops cohesiveness and trust. The leader provides support and encouragement and promotes discussion. The final stage of team development is “performing”. In this stage, there is high productivity and the leader is able to delegate. The team sets out to accomplish its goals. Throughout this process and in order for team meetings to be effective, ground rules should be established, tools should be available to break out and brainstorm (such as flip charts), and the roundtable technique may prove useful to offer everyone the chance to contribute.

The second topic of day four—that of change in the workplace—is one of the most difficult issues to face. Maureen provided tips on how to build commitment to the change. First, to help staff understand change, they need to be made aware. They need to be allowed time to understand and vent their frustrations. Management should allow staff to express their feelings, and to recognize what the change is and how it will impact their unit. In the library world, work continues to change and leadership is very important. Librarians need to focus more on our users as changes occur within our organizations. Managers need to take time to recognize and inform those of the change.

Motivation was also discussed on the final day. Three main areas motivate people at work: desire to satisfy personal needs, work itself, or expectations, especially those of supervisors and colleagues. Managers cannot motivate anyone, but can set up opportunities in the workplace by creating the conditions that allow individuals to tap into their own motivations. What motivates one individual may not motivate another. Practical steps to motivate individuals include being committed to yourself, knowing your employees, and focusing on what your employees need.

The final topic of the Institute involved positioning for promotion, which includes these key ideas:

1. Perform beyond expectations
2. Show initiative and be proactive
3. Build relationships and network
4. Get involved; volunteer for committee project work
5. Commit to continuous learning
6. Collaborate (write and publish)
7. Communicate with the boss and toot your own horn; engage in self promotion
8. Create an annual report
9. Utilize the newsletter
10. Let them know you want to be promoted
11. Report on professional activities
12. Be positive and a team player
13. Keep your chin up and be persistent

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particularly useful in the case of foreign language files. They also have a Status Watch service that can supply regular updates from specific files, keeping you up-to-date on any additions to the file.

- [Thomson Scientific](#). If you order a lot of file histories, you might want to consider Thomson's new file history management and hosting service. Thomson will store, organize, and make searchable the full-text of any file history you order from this as yet unnamed service. If they already have the file history in their database, you can download the inventoried version immediately. Upon questioning them at AALL, I was assured that they would also immediately check with the PTO to ensure the file's completeness and send an up-to-date final version shortly thereafter. Thomson provides coverage of international files to over 40 countries. The intent of the hosting service is to create a central repository for all file histories ordered by your firm. You can also upload and download files to and from the portal from your own network, allowing you to consolidate all of your previously ordered electronic file histories in one place. You will then have access to your archive of file histories,

organized in directory folder structure, with the ability to search across these directories for specific files. You can also annotate and add searchable keywords and share files, folders, and comments with others in the firm as well as to clients. All electronic files are basic OCR searchable. Thomson is also offering Premier OCR Searchable PDFs which have expanded search capabilities including proximity and Boolean operators. Finally, each electronic file history ordered automatically includes a free family report with a complete INPADOC family list for your patent. For each family member you will see U.S. litigation information, U.S. post-issuance assignment data, U.S. post issuance data, maintenance fee status, and legal status.

Obviously, your choice of vendor will depend upon your firm's needs. You may use one vendor for U.S. file histories and a different one for foreign projects. A bare bones provider may meet your needs or you may decide a service with a few more extras available is the way to go. In any case, with all of these resources at your disposal, you should have no trouble filling requests for file histories whether you get one request a year or your attorneys provide an endless supply of these projects.

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The 2007 AALL Management and Leadership Institute was well-organized, both logistically and educationally, with ample opportunity to network and meet some great colleagues from around the country. It was a wonderful and exciting four-day opportunity. Attendees left with a great sense of satisfaction and were inspired to apply everything they learned in their own workplaces. Thanks are due to Michael Chiorazzi, Maureen Sullivan, and Celeste Smith.