

Library Leaders as Culture Shapers

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Presenters: Pamela S. Bradigan and Jennifer Campbell



PRIOR HEALTH SCIENCES LIBRARY

CENTER FOR KNOWLEDGE MANAGEMENT

Session Purpose

- To engage librarians in a discussion of organizational culture
 - Define “organizational culture”
 - Discuss a leader’s role in culture and culture management

Organizational Culture

- An organizational culture ...
 - Is the atmosphere that permeates a workplace
 - Expresses the common characteristics that set one workplace apart from another
 - Is a shared set of values and beliefs
 - Governs the way people are expected to operate day to day

Organizational Culture

- An organizational culture is...
 - The way we do things around here
 - The unwritten ground rules
 - The institutional habits
 - **The values we live**

A Leader's Influence on Culture

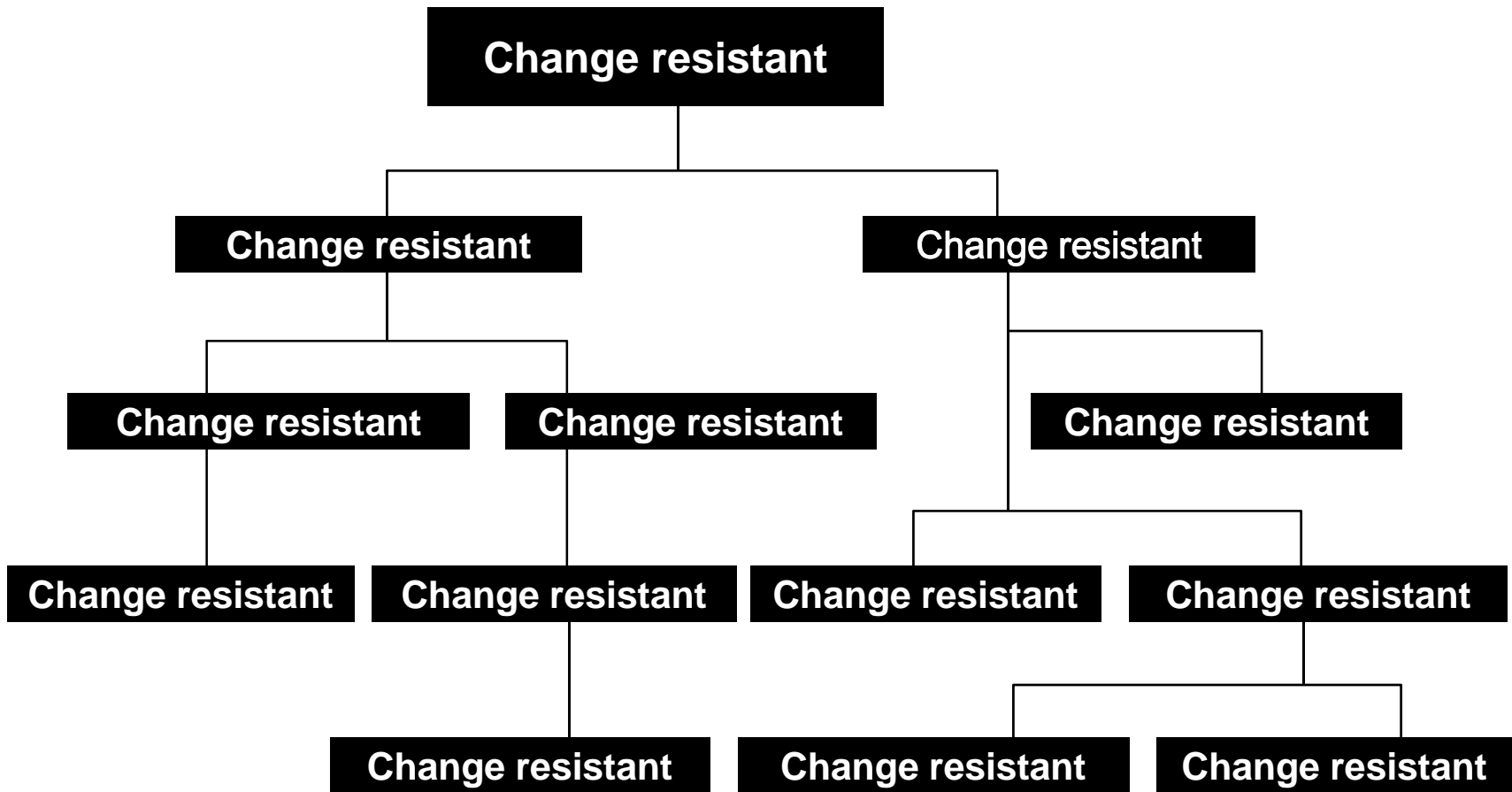
- Leaders cast an organizational shadow with...
 - What they say and do
 - What they pay attention to, measure, and control
 - How they react to mistakes
 - How they allocate resources
 - How they treat others
 - The language they use
 - What they reward

Our Values Define Our Ideal Culture

As leaders, our shadow should align with the organizational values...

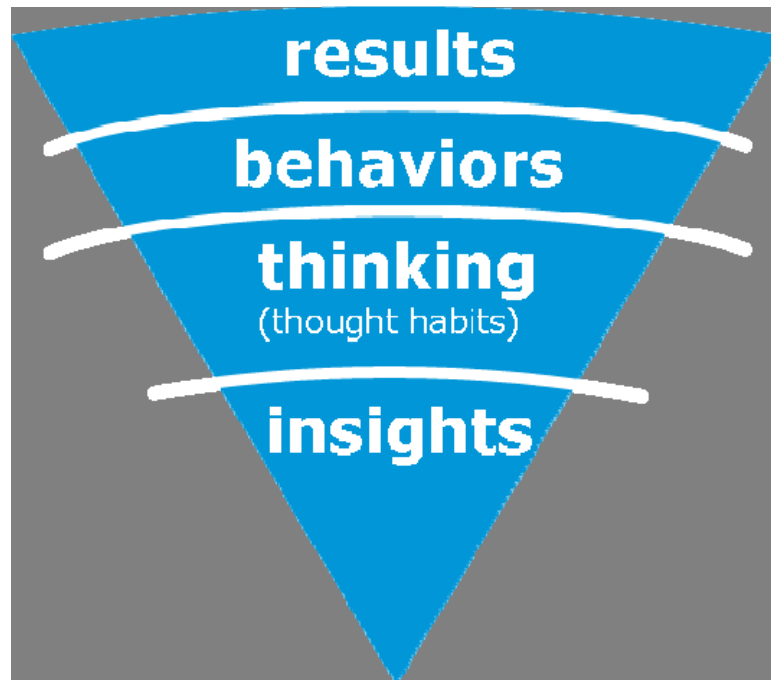
- Excellence
- Collaborating as One University
- Acting with Integrity and Personal Accountability
- Openness and Trust
- Diversity in People and Ideas
- **Change and Innovation**
- Simplicity in our Work

A Leader's Shadow



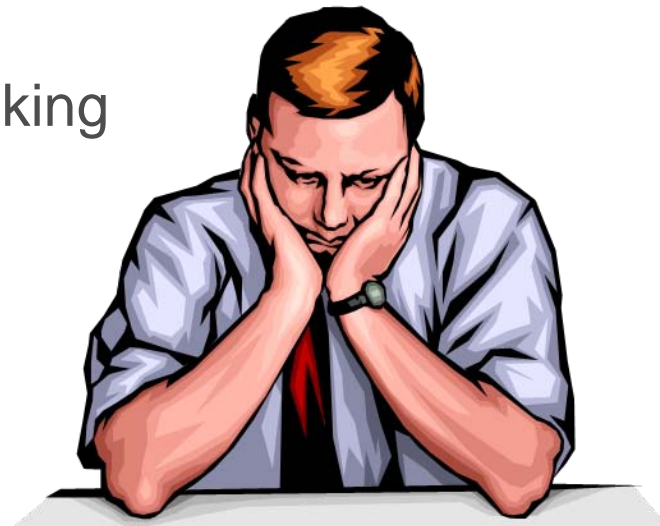
Culture Shift Requires Behavioral Shifts

- Be aware of your thinking
 - What thought habits are driving your behavior?



Culture Shift Requires Behavioral Shifts

- Be aware of your
 - Energy and moods
 - And the quality of your thinking

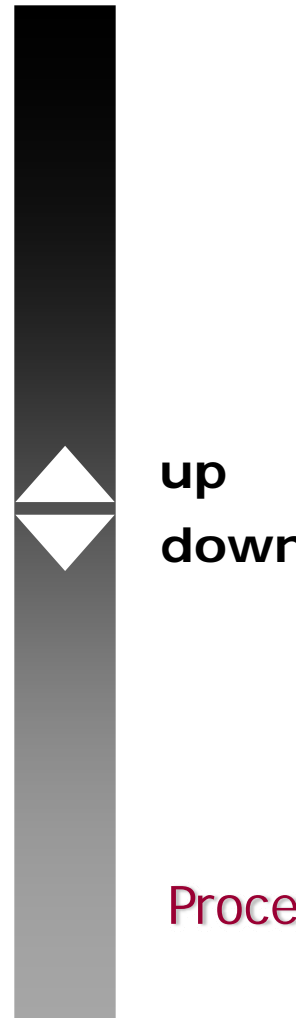


Great leaders are the stewards of organizational energy. They begin by effectively managing their own energy.

The Power of Full Engagement

Mood Elevator

grateful
wise, insightful
creative, innovative
resourceful
hopeful, optimistic
appreciative, compassionate
patient, understanding
sense of humor
flexible, adaptive,
cooperative
curious, interested
impatient, frustrated
irritated, bothered
worried, anxious
defensive, insecure
judgmental, blaming
self-righteous
stressed, burned-out
angry, hostile
depressed



Proceed with caution!

What did you see?

Culture Shift Requires Behavioral Shifts

- Be aware of your
 - Blind spots
 - Selective perception
 - Assumptions that you have all the information!

What Can I do to Shape a Positive Culture?

Summary

- Be accountable for your constant influence
 - Be aware of your shadow
- Model the organizational values
 - The thinking and behaviors you want to see from others
- Grow your self awareness
 - What thought habits are driving your behavior?
 - Are you managing your energy/mood?
 - Remember you have blind spots and selective perception

Resources

Library Leaders as Culture Shapers presented by Jennifer Campbell and Pamela Bradigan, October 4, 2009, Midwest Chapter Medical Library Association, Columbus, Ohio

References and Resources:

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