Leading Through Change:
Applying concepts learned in the BLC Leads program to the current pandemic crisis

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Who We Are and What We Do

Rebecca Reznik-Zellen
Head, Science & Engineering Library, UMass Amherst
BLC Leads Inaugural Cohort

Jennifer Friedman
Head, Research Services
UMass Amherst
BLC Leads 2018 Cohort

Sarah Hutton
Head, Student Success & Engagement, UMass Amherst
BLC Leads 2018 Cohort
#gratitude
What We’ll Be Discussing Today

- Leadership in Context: 2020 has been quite a year!
- How our work has shifted and *Closing the Gap*
- Bases of Power and Influence in union work
- Tools of the trade: Ladder of Inference, Influence Strategies, and Systems Thinking
- The necessity of self-care in leadership positions
How Would YOU Describe 2020?
The UMass Amherst Libraries

W. E. B. Du Bois Library

Science and Engineering Library

Wadsworth Library at the Mount Ida campus
A Unionized Workforce

Non-Unit

MTA

psu

UMass Amherst Libraries

BOSTON LIBRARY CONSORTIUM
Work Before COVID

- Focus on Collaboration
- Emphasize outreach and embedded librarianship
- Build cross-departmental interactions
- Invest in facilities and facilities improvements
How Work Has Shifted

- Synchronous and Asynchronous remote instruction
- Remote consultation
- Demand for electronic access to resources
- Modified on-site operations
Celebrating Achievement: Closing The Gap
“In between goals is a thing called life that has to be lived and enjoyed.”

-Sid Caesar
The IDEAL has a number of powerful purposes. It enables us to:

- Establish goals
- Motivate ourselves
- Withstand difficulties and hardships

Our goals are specific, measurable results inspired by the IDEAL.

Helps keep expectations realistic.
The Measurements

The Negative Zone
Measuring against the IDEAL

The Positive Zone
Measuring from the ACTUAL
Focus on the Positive

The Negative Zone
- Failure
- Frustration
- Disappointment

The Positive Zone
- Success
- Satisfaction
- Confidence

Measuring against the **IDEAL: PERFECTION**
- Low self-esteem
- Guilt
- Depression

Measuring from the **ACTUAL: PROGRESS**
- High self-esteem
- Enjoyment
Creative Tension Revisited

FEAR | emotional tension | Engagement | VISION | creative tension

Current Reality
When the current reality is in flux, how do you measure the ACTUAL against the IDEAL?

Rapidly pivoting to accommodate changing circumstances impacts the benchmarks for measuring success, but does it impact your vision?

When we are successful under difficult circumstances, how does that change the IDEAL?
Power Dynamics: Influence Strategies
Influence Strategies
Bases of Power

- REWARD
- COERCIVE
- LEGITIMATE
- EXPERT
- REFERENT
Influence Strategies

Empowerment
Interpersonal Awareness
Bargaining
Relationship Building
Organizational Awareness

Common Vision
Impact Management
Logical Persuasion
Coercion
When there are feelings of not having control over your situation, look at your influence strategies for a new base of power.

What channels exist for influence?

With organizational and interpersonal awareness, you can build relationships to empower.
Organizational Learning: Systems Thinking
Systems Thinking

Seeing interrelationships
Moving beyond blame
Understanding dynamic complexity
Focusing on Areas of High Leverage
Avoiding Symptomatic Solutions
Leadership Council

What is it?

- The main decision-making team for the Libraries
- Comprised of Dean, Associate Deans, Directors, Personnel Officer and Department Heads
How Did We Get There?

The Admin Team (Dean, Associate Deans, Directors, Personnel Officer) met twice a week.

The Department Heads met once a week.

The two groups met together once a month.

And then…
How Did We Get There?

PANDEMIC!!!
How Did We Get There?

In the beginning when preparing for the closing of the Libraries, the two groups (Admin Team and Department Heads) started meeting together **daily** as the COVID-19 Task Force.

The Task Force then met **weekly** while the other meeting structures were still in place.

And then...
How Did We Get There?
How is your organization structured?

How does your organization think about and tackle problems?

How do you see beyond departments and divisions to come to common understanding of a shared goal?

How do you manage the complexity of communications?
Organizational Learning: Tools from BLC Leads
Andrea debuts in NYC.

Andrea is a talented professional who should establish eye contact with his audience.

Andrea is stuck-up; full of himself.

Andrea sings with his eyes closed.

Andrea doesn’t care because he is THAT good.

Andrea believes he is superior.

Critic writes an unfavorable review on him.

Take actions

Adopt beliefs

Draw conclusions

Make assumptions

Add meanings

Select data

Observable data

How Your Can Share the Ladder of Inference

Self-Reflection: Deconstruct your own thinking.

Walk yourself back down your own ladder. How did I come to this belief? On what data am I basing my conclusions? What have I missed? Why did I assume this? Why do I think this is the right thing to do? Can I do this in a different way?

Sharing your thinking: Communicate more transparently with others.

“This is where I’m coming from…”       “Here’s how I came to these conclusions...”
How Your Can Share the Ladder of Inference

Listening differently: Invite others to share.

“Can you explain the steps in your thinking?”

“I heard what you said and I want to understand your thinking. Can you help me understand how you came to these conclusions?”

Set expectations: Share the Ladder of Inference with your team and use it.
Helping Relationship

Purpose:
Help another person with a problem without taking on the responsibility yourself.

Benefits:
Keeps responsibility where it belongs, and helps the person discover realistic, workable solutions.
Helping Relationship

**Client**
1. Present problem.
2. Explore options.
3. Decide how to proceed.

**Helper**
1. Listen, clarify.
2. Offer ideas.
3. Give support.
Self-Care
“Take rest; a field that has rested gives a bountiful crop.” - Ovid
Self-Care

- Incredibly important for leadership positions
- It can be very challenging
- And it’s also very necessary!
Self-Care Strategies

- When you leave work, leave work.
- Take your vacation days. Take your sick days.
- Find colleagues in similar leadership positions and support each other.
- Maintain your friendships - at work and outside work.
- Get regular exercise that you enjoy.
- Eat healthy and eat things that make you happy.
- Sleep as much as you need!
- Ask for help and accept when help is offered.
- Plan things to look forward to, especially small things!
- Spend quality time for yourself on an activity you love.
Connect With Us Anytime!

Rebecca Reznik-Zellen
rreznikz@library.umass.edu

Jennifer Friedman
jfriedman7@umass.edu

Sarah Hutton
shutton@umass.edu
Resources

BLC Leads Toolkit

Self-Care