The Wonderful World of Being a First Time Director

four frames

1. **Human resources**: Focus on People (support, development, needs)

2. **Political**: Focus on Political Realities (power, conflict, coalition)

3. **Structural**: Focus on Org. Structure (strategy, implementation)

4. **Symbolic**: Focus on meaning (vision, inspiration, stories, rituals)

Adapted from *Reframing Organizations* by Lee Bolman and Terrence Deal

The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.

William Arthur Ward
The Wonderful World of Being a First Time Director

strategies for success

1. **Prepare yourself**

   ___________________________________________________________

   ___________________________________________________________

2. **Accelerate your learning**

   ___________________________________________________________

   ___________________________________________________________

3. **Negotiate success**

   ___________________________________________________________

   ___________________________________________________________

4. **Secure early wins**

   ___________________________________________________________

   ___________________________________________________________

5. **Achieve alignment**

   ___________________________________________________________

   ___________________________________________________________

6. **Build your team**

   ___________________________________________________________

   ___________________________________________________________

7. **Create alliances**

   ___________________________________________________________

   ___________________________________________________________

*From *The First 90 Days* by Michael Watkins*
## EMOTIONAL /SOCIAL INTELLIGENCE COMPETENCIES

<table>
<thead>
<tr>
<th></th>
<th>SELF</th>
<th>SOCIAL</th>
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<tbody>
<tr>
<td>SELF AWARENESS</td>
<td>• Ability to recognize one’s own emotions, moods, needs, assumptions, biases, and be aware of their effect on self and others</td>
<td>• Ability to empathize with and understand the moods, emotions, motivations of others</td>
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<tr>
<td></td>
<td>• Accurately self-assesses one’s strengths/weaknesses and one’s values and motivations</td>
<td>• Aware of organizational and political relationships and dynamics</td>
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<td></td>
<td>• Has self-confidence</td>
<td>• Has a service orientation towards others</td>
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<td></td>
<td>• Aware of limits of one’s own knowledge. Exhibits curiosity and openness to feedback about self</td>
<td>• Is curious, not judgmental, about the experience of others</td>
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<tr>
<td></td>
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<td>• Aware of cultural differences and dynamics</td>
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<tr>
<td>SELF MANAGEMENT</td>
<td>• Exhibits adaptability</td>
<td>RELATIONSHIP MANAGEMENT</td>
</tr>
<tr>
<td></td>
<td>• Is self-motivated</td>
<td>• Builds social bonds</td>
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<td></td>
<td>• Exhibits conscientiousness</td>
<td>• Communicates clearly and directly</td>
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<td></td>
<td>• Exercises emotional self-control</td>
<td>• Effectively navigates conflict and disagreement</td>
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<td>• Actively cultivates mindful awareness of self</td>
<td>• Brings out best in others</td>
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<td></td>
<td>• Engenders trust by acting with integrity, consistency and competence</td>
<td>• Has influence with others</td>
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<td></td>
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<td>• Inspires others</td>
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<td></td>
<td></td>
<td>• Collaborates with others</td>
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Adapted from the work of Daniel Goleman and others

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Emotional intelligence accounts for 80 percent of career success.

Daniel Goleman

Everything that irritates us about others can lead us to an understanding of ourselves.

Carl Jung

Every interpersonal situation has a solution in which everyone wins.

Del Close
reflections

**KEY CONCEPTS, INSIGHTS, AND TAKEAWAYS**

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Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

Viktor E. Frankl

Every interpersonal situation has a solution in which everyone wins.

Del Close
action planning

**ACTIONS I CAN TAKE TO APPLY WHAT I AM LEARNING TODAY**

1. ______________________________________________________
   ______________________________________________________
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   ______________________________________________________

2. ______________________________________________________
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4. ______________________________________________________
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You are what you do, not what you say you'll do.

C.G. Jung

A thousand words leave not the same deep impression as does a single deed.

—Henrik Ibsen

Imagination means nothing without doing.

Charlie Chaplin
The Wonderful World of Being a First Time Director

panelists

**Sonia Alcantara-Antoine, Director, Libraries and Information Services**

santoine@nnva.gov | City of Newport News, Virginia Beach, VA

Sonia Alcantara-Antoine is Director, Libraries and Information Services, for the City of Newport News, serving a population of 183,000 in Hampton Roads, Virginia. Before becoming a director she held leadership positions at Virginia Beach Public Library and Enoch Pratt Free Library. She is a 2004 American Library Association Spectrum Scholar and is an American Library Association Councilor-at-Large.

**Peter Bromberg, Executive Director**

pbromberg@slcpl.org  
Salt Lake City Public Library System, Salt Lake City, UT

Peter Bromberg is the Executive Director of Salt Lake City Public Library System, and a Board Member of EveryLibrary, the first and only national organization dedicated to building political support for libraries. Peter has been involved in designing and delivering leadership institutes and workshops at the local, regional and national levels.

**Monica Harris, Executive Director**

mharris@stdl.org  
Schaumburg Township Library District, Schaumburg, IL

Monica Harris is the Executive Director of Schaumburg Township District Library, which serves more than 126,000 users in the suburbs of Chicago. She was named a Library Journal Mover and Shaker in 2010, a PLA Leadership Academy fellow in 2013, and has taught about innovation in libraries for San Jose State University’s iSchool. Monica believes in the power of public libraries to impact and change lives for the better.

**Richard Kong, Director**

RKong@skokielibrary.info  
Skokie Public Library, Skokie, IL

Richard Kong is the Director at Skokie Public Library, an award-winning library located just north of Chicago. He completed the PLA Leadership Academy in 2015 and was named one of Library Journal’s Movers & Shakers in 2012. He serves on the Boards of both the Illinois Library Association and Public Library Association.

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"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”

William Arthur Ward

Feedback is the breakfast of champions

Ken Blanchard

Authenticity is the alignment of head, mouth, heart, and feet - thinking, saying, feeling, and doing the same thing - consistently. This builds trust, and followers love leaders they can trust.

Lance Secretan