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Telling Stories of Libraries and Leadership

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Telling Stories of Libraries and Leadership

Using the four frames and storytelling

Audrey DeFrank
National Tribal Library Training Institute
October 22, 2008

Leadership Orientation Questionnaire

Scoring

$$\text{Structural} = 1a + 2a + 3a + 4a + 5a + 6a$$

$$\text{Human Resources} = 1b + 2b + 3b + 4b + 5b + 6b$$

$$\text{Political} = 1c + 2c + 3c + 4c + 5c + 6c$$

$$\text{Systems} = 1d + 2d + 3d + 4d + 5d + 6d$$

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- The why of it all
- Four Frames
- Discovering your leadership frame
- Storytelling

Overview

- Creative Classes and Whole New Minds
- ACRL/Harvard
- Sheree Bonaparte
- Culture in workplace, libraries specifically

Inspiration

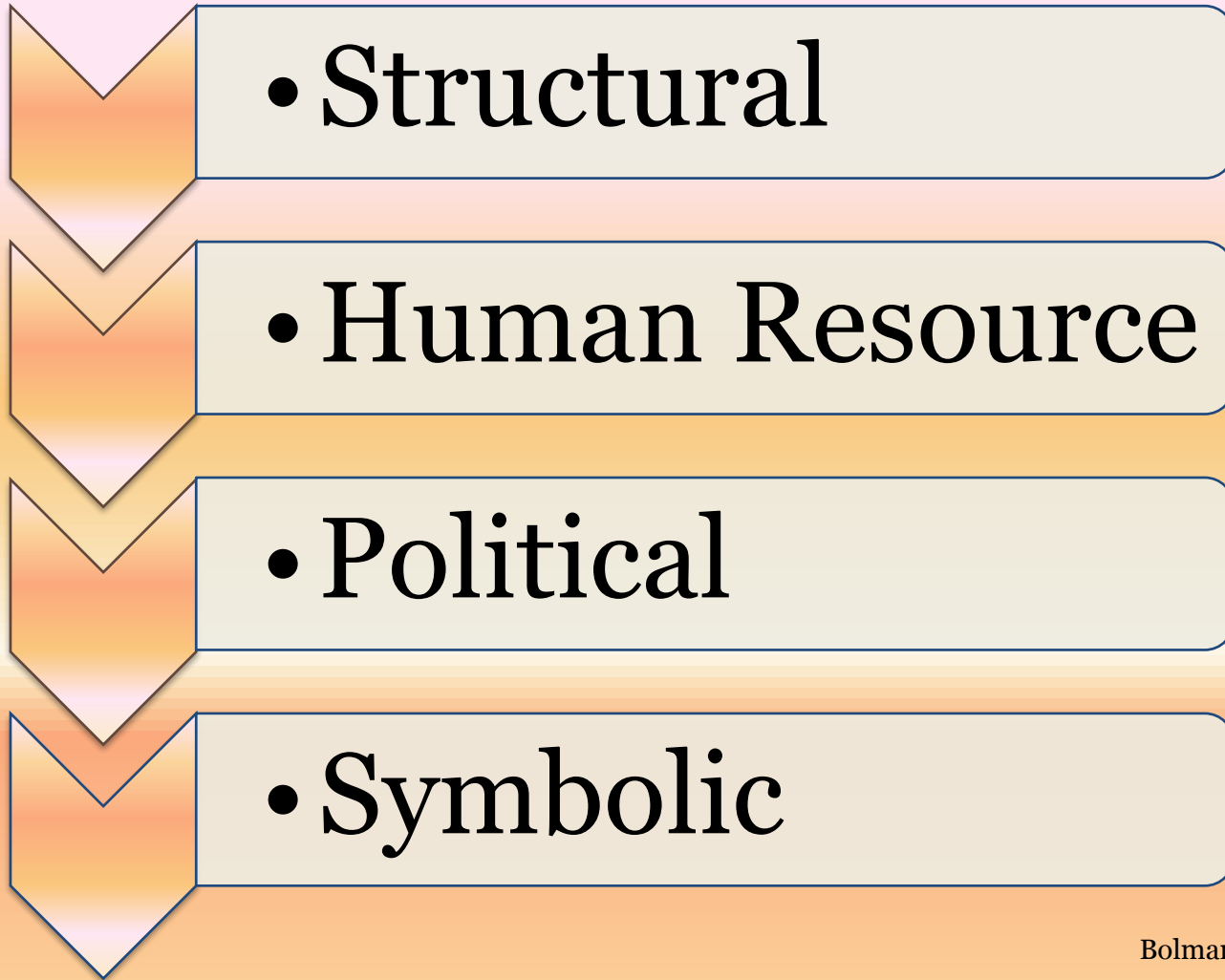
... is a *relationship* of mutual influence leading to a *collective* effort in the service of or *shared* for *compatible purposes* and *values* in a context of *uncertainty* and *conflict*.

-Joan Gallos

...a process

...is interpersonal

Leadership



Bolman and Deal

Reframing Leadership

Metaphor:	Factory or Machine
Central Concepts:	Rules, roles, policy, procedure, environment
Image of Leadership:	Social Architecture
Leadership Challenge:	Attune Structure to task; technology; or environment



Structural Frame

Bolman and Deal

Metaphor:	Family
Central Concepts:	Needs, skills, relationships
Image of Leadership:	Empowerment
Leadership Challenge:	Align organizational and human needs



Human Resources Frame

Bolman and Deal

Metaphor:	Jungle
Central Concepts:	Power, conflict, competition, organizational politics
Image of Leadership:	Advocacy
Leadership Challenge:	Develop agenda and power base



Political Frame

Metaphor:	Carnival, church, theater
Central Concepts:	Culture, meaning, metaphor, stories, rituals
Image of Leadership:	Inspiration
Leadership Challenge:	Create faith and meaning



Symbolic Frame

Bolman and Deal



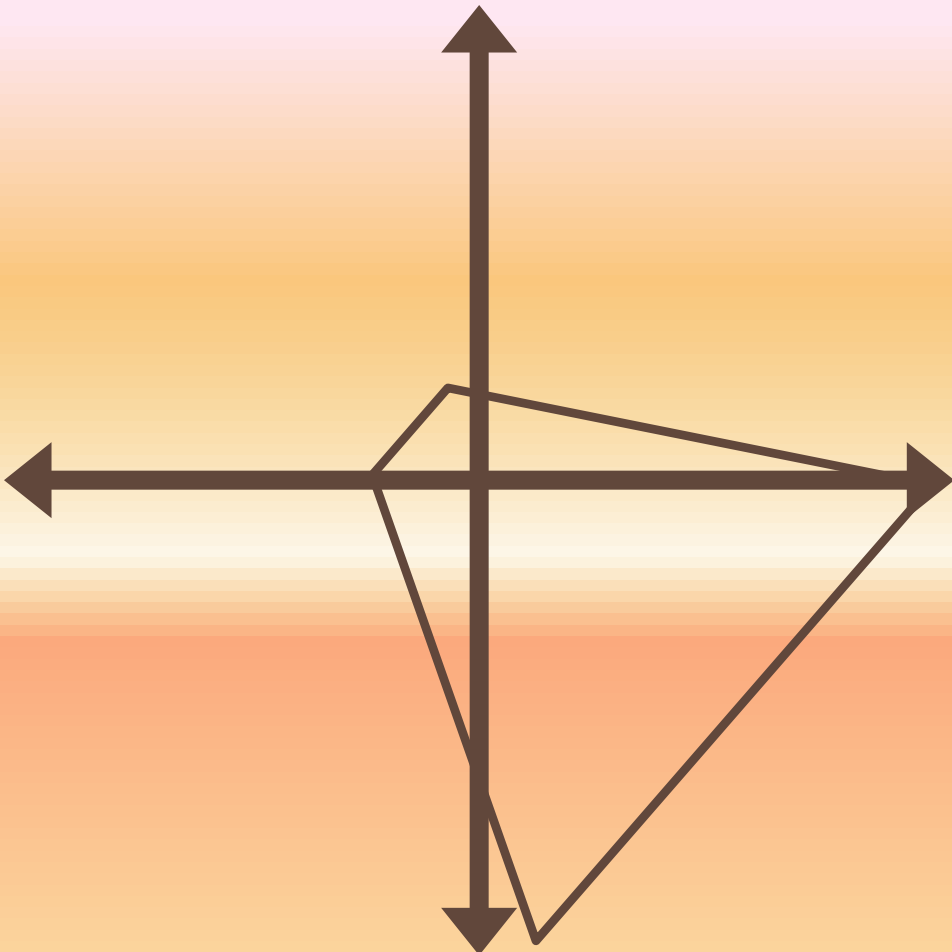
Where do you fit in the frame?

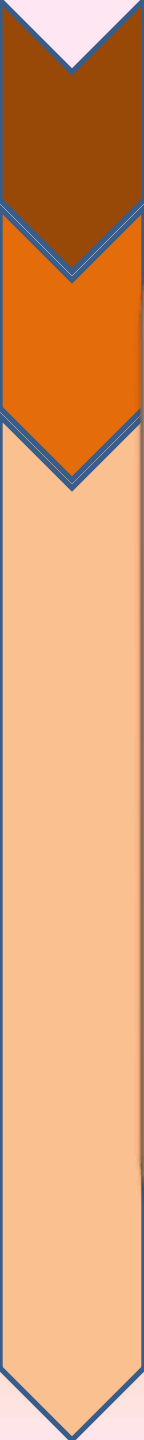
Structural

Human
Resource

Political

Symbolic






The one who tells the stories
rules the world.

- Transfer of knowledge and beliefs
- Tool for teaching
- Form of communication
- Art of delivery
- Conflicts

Native American Storytelling

- Organizational stories
 - Libraries
 - Shared context gives power to stories
- Creative class and shifting cultures
- Interpretation not recitation

Organizations as Cultures

- **Elements**
 - Relationships and Trust
 - Timing
 - Engage and relive
 - Authenticity and being genuine
- **Leadership and Storytelling**
 - Denning
 - Gargiulo
 - Spaudling
 - Simmons
- **Power**
 - Active Listening
 - Genuine Listening
 - Information  wisdom

Story Narrative

- **Audience**
- **Metaphors**
- **Media**
- **Humor and Emotion**
- **Leadership and Influence Story Pattern***
 - Have a clear purpose
 - Identify an example of successful change
 - Tell the truth
 - Say who, what, when
 - Trim detail
 - Underscore the cost of failure
 - End on a positive note
 - Invite your audience to dream

*Phoel

Telling the Story

Share your stories!

Presentation at:

[http://library.unomaha.edu/
information/faculty_presentations.htm](http://library.unomaha.edu/information/faculty_presentations.htm)

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Reading List

Stephen Denning

<http://www.stevedenning.com>

Richard Florida

<http://creativeclass.com/>

Terrence Gargiulo

<http://makingstories.net>

Daniel Pink

<http://www.danpink.com>

Storytelling: Passport to Success in the 21st Century

<http://www.creatingthe21stcentury.org/>

The Six Stories You Need to Know how to Tell (Annette Simmons)

<http://www.storytellingcenter.net/resources/articles/simmons.htm>

Websites