ARE LEADERS/MANAGERS BORN OR MADE?

Elaina Norlin
AGENDA

Can Anyone Be a Leader/Manager?

Who are Natural Born Leaders?

Introverts vs Extroverts

Organizational Mistakes (Recruitment)
Why Great Managers Are So Rare?

Companies fail to choose the right manager, supervisor or leader for the job 82% of the time.
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<tr>
<th>Character (can be trusted)</th>
<th>Willing to take responsibility</th>
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<tr>
<td>Share credit</td>
<td>Flexible</td>
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<tr>
<td>Fight for Employees</td>
<td>Strategic big picture thinker</td>
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<td>Empathetic</td>
<td>Respect Others</td>
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<td>Not afraid to ask for help</td>
<td>Willing to give a hand</td>
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<td>Attentive, Sincerely cares</td>
<td>Provide compelling vision</td>
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Leadership/Management in Relation to Employee Engagement

The Benefits of Employee Engagement

- Increased Productivity
- Higher Retention
- Rise in Profitability
- Decrease in Absenteeism
- Customer Satisfaction
Leadership/Management in Relation to Employee Engagement

30% of all people have “natural talent” (management)

high engagement, productivity, creativity and innovation
Employee Engagement Morale Killers and Not Recommended

- Psychopaths
- Narcissists
- Sociopaths
Great

- Charming
- Confident
- Successful
- Risk taker
- Hard Working
- Outcome oriented
- Competitive “winner”

Bad After taste

- Lack Empathy
- Self Absorbed
- Competitive
- Moody and Vengeful
- Jealous and Insecure
- Chaotic
- Controlling and Cruel
Challenging – Employee Engagement

- Perfectionist
- Apathetic, Indifferent
- Lack empathy/self absorbed
- Highly competent in subject area
- Inflexible – Rules and Regulations
- Avoids conflict
- Judgmental, critical
- Uncomfortable around people
- Controlling, Power Hungry
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Everything Needs to Be In Alignment

- Executive Leadership
- Divisional/Regional Managers
- Line Managers,
- Coordinators
Instead of Trying to ‘Handle’ a Bad Boss
Avoid Hiring One in the First Place
Manager/Leader Recruitment Strategy Mistakes

- Highly Competent in Subject Area
- Reward for a good job
- **Recruit Experience and Train for Soft Skills**
- Likability
- National/International Reputation
- Assumption that training will resolve problems
ALA-accredited graduate degree or accredited graduate degree.

10 years of relevant experience may be considered in lieu of a degree.

A minimum of five years of relevant professional experience.

Supervisory experience overseeing front line staff.

Commitment to and experience in evaluating and assessing programs, services, or patrons needs.

Demonstrated understanding of the evolving nature of higher education.

Excellent written and interpersonal communication skills.
A Master’s degree in library and information science

Minimum of 7 years as a professional librarian with at least 5 years of progressive leadership experience.

Demonstrated knowledge of and experience using pedagogical standards

Proven human resources skills, including supervising, developing and mentoring staff.

Strong knowledge of emerging trends and issues in academic libraries

Proven ability to promote cooperative efforts and to foster productive collaborations.

Demonstrated ability to promote a positive and healthy organizational culture

An unwavering commitment to diversity, equity and inclusion
Can Anyone Be a Leader/Manager?

Who is a Natural Born Leader?

Introverts vs Extroverts…Does this matter?

Organizational Mistakes (Recruitment)
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