



# The Organizational Map: What Leaders Do with Pat Wagner

The Organizational Map:  
What Leaders Do  
Thursday, February 18, 2021



**WINDING RIVERS**  
LIBRARY SYSTEM  
BRINGING A WORLD OF INFORMATION TO YOUR LOCAL LIBRARY



with Pat Wagner  
Pattern Research, Inc., Denver, Colorado - [patternresearch.com](http://patternresearch.com)

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## Meet Pat Wagner



- Library consultant and trainer since 1978
- Proud graduate of Tremper HS in Kenosha
- Frequent visitor to Wisconsin libraries
- Focus: Skills that support library success
- First library leadership institute: 1993
- Images: *Pixabay.com*



Gilbert M. Simmons Memorial Library  
Dedicated May 30<sup>th</sup>, 1900

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## Key Idea



**The better future  
for the individuals,  
institutions, and  
communities you serve**

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Caveat 

***The Map is not the territory.***

*Alfred Korzybski (1879-1950)*

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Meaning... 

**All human behavior is more complicated than any model of human behavior.**

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Outcomes 

- *Spend more time at the library leadership level, making decisions and taking action that impact the "Big Picture".*
- *Apply the Map to strategic and operational planning.*
- *Identify which skills are needed when personnel are hired or promoted to supervisor and manager.*
- *Understand and prevent unproductive workplace behaviors such as perfectionism, micromanagement, and elitism.*
- *Apply leadership thinking to your current position.*

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**Agenda** 

- **Overview of The Organizational Map**
- **Task: The Hands-on, Detailed, Present Moment Point of View**
- **Supervision and Management: Eliciting the Best and Keeping Projects on Track**
- **Leadership: Risk, Influence, and the Future**
- **How to Grow**
- **Resources**

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**Exercise: Snapshot–Part One** 

- *Make a list of 20 things you do regularly.*
- **Choose your criteria:**
  - Takes up most of your time
  - You spend the most resources on them.
  - You feel makes the biggest contribution.
  - What co-workers count on
  - What you do the best
  - Your comfort zone
- *Extra credit: Prioritize the list.*

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**Exercise: Snapshot–Part Two** 

As we investigate the *Organizational Map* and its territories, where are the items on your list located? Label them:

- *T for Task*
- *S/M for Supervision/Management*
- *L for Leadership*

*Items can appear in more than one location.*

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**The Organizational Map** 

<b>Leadership: Risk, Influence, and the Future</b> <i>Where Are We Going, And Why</i>
<b>Supervision: Elicit the Best/Keep on Track</b> <i>People: The Library's Most Important Asset</i>
<b>Management: Resource Allocation/Projects</b> <i>Coordinating Budgets, Deadlines, Efficiencies</i>
<b>Task (Tactics): The Hands-On Work:</b> <i>How: Professional, Technical, Clerical Expertise</i>

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**The Organizational Map** 

- **Task, supervision/management, leadership**
- **Sets of tools and skills; points of view (POV)**
- **Hierarchy of scope, not personal status**
- **Our timelines: Past, present, future**
- **Most people have a "home".**
- **What we pay attention to**
- **All enterprises need all three to prosper.**

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# The Organizational Map: What Leaders Do with Pat Wagner

## The Organizational Map

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- How to Grow
- Resources

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## The Organizational Map

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**Tasks** 

- *How* do we get the work done
- Executing the strategic plan: *Procedures*
- Talents of the *frontline* and *backroom*
- Where the rubber meets the road
- The test of our great theories: *Hands-on*
- Why we wanted to work in a library
- Interactions with library customers
- Tends to be more detail-oriented

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**Tasks** 

- **Immediate**, what is right in front of us
- *Timeline*: Hours, days, weeks
- Reference, janitorial, cataloging, shelving
- YA, community services, circulation, IT
- Outreach, clerk, bibliographic instruction
- Customer service, story hour, online UX
- Collection development, social services
- Circulation, literacy, in-person promotions

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**Typical Task View Limitations** 

- *Short time horizon*: Reactive responses  
Might not understand value in planning
- Doesn't consider leadership "real work"
- *Autonomy bug*: Might not like "teamwork"
- Perfectionism at expense of time/resources
- Might have "silo" view of their department
- Might hold on to obsolete "*pet projects*"
- Might avoid management/leadership role

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**Supervision/Management** 

- *What are we trying to achieve?*
- **Managing the strategic plan: Policies**
- Talents of supervisors and managers
- **Boundary management: Juggling demands of bosses versus employees**
- **Project management: People/resources/time**
- **Thinks about teams. Lateral management.**
- **Interactions with "internal customers"**

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## Supervision/Management

- **Bigger picture:** Longer time spans
- **Timeline:** Months, quarters, years
- **Supervisors:** Eliciting the best  
Scout, coach, mentor, teacher, cheerleader  
Keeping people on track, course correction
- **Managers:** Resource allocation  
Money, time, quality, maintain consistency  
Coordination, productivity, bigger picture

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## Supervision/Management Limitations

- **The bureaucratic mindset:** resists change.  
Rules are more important than customers.
- **List-makers:** Perfectionists. Risk adverse.  
Can't launch. Can't decide. Frozen.
- **Micromanagers:** Poor people skills  
Focuses *too much* on the "how"  
Interferes w/details of other people's jobs.  
Has not set goals and parameters

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## Leadership

- *Why* are we doing what we are doing?
- Creating the strategic plan: *Principles*
- Talents of visionaries and influencers
- Focuses on the next great destination
- Mission, vision, values, "*shining mansion*"
- Earning trust and respect of stakeholders
- Earning trust and respect of other leaders
- Scouts for future opportunities

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## Leadership

- *Biggest picture:* Longest time spans
- *Timeline:* Years, decades
- *Change agent;* disrupts status quo
- Anticipates challenges; looks for patterns
- Investments, strategic alliances, big money
- Finding the next generation of leaders
- Connects w/greater community/institutions
- Relies on influence rather than authority

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**Leadership Limitations** 

- *Abandons staff and customers*
- *Impatient: Why can't they see the vision?*
- *Charismatic: Loves the spotlight too much*
- *Long Eagle: Ignores consequences*
- *Self-absorbed: Does not give credit*
- *Careerist: Always climbing the ladder*
- *Elitist: The executive washroom*
- *Promises but doesn't deliver*

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**Question** 

**Given what the *Map* describes, what do you think some find challenging about Everyday Leadership?**

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**Everyday Leadership Challenges** 

- **Making big, public mistakes**
- **Not looking like a show-off**
- **Taking away from my "real" work**
- **Feeling like leadership is not work**
- **Not knowing what I can do**
- **Not being supported by my workplace**
- **Too young, too new, no credentials**

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## Everyday Leadership

- Building positive influence
- Thinking and talking about goals and the future of your library
- Taking initiative to solve problems
- Active in your professional associations
- Educating yourself about library leadership
- Hanging out with productive people

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## Exercise: Snapshot – Part Three

- Review your list.
- How would you label the items?
- What percentage of the time do you spend at the leadership level, thinking about and investing in the future?

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## How To Grow

- Hang out with productive people.
- Volunteer for professional work.
- Build your leadership network.
- Set personal and professional goals
- Not everything warrants A+ work
- Are you a perfectionist?
- Recruit mentors. 

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## Assignment

**Growing leadership skills is about how you choose to spend your most limited resource: Time.**

**What is one thing you can do to spend more time practicing your leadership skills?**

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## Resources



- **Robert Greenleaf.** *Servant Leadership.* (anything else he wrote, particularly *Teacher as Servant*)
- **Ronald Gross.** *Socrates' Way.* (anything else he wrote regarding *The Independent Scholar*)
- **Linda Hill.** *Becoming A Manager: How New Managers Master the Challenges of Leadership.*
- **Elliott Jaques.** *Executive Leadership: A Practical Guide to Managing Complexity.* (anything else he wrote)

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