



Florida Department of State
Office of Cultural, Historical,
and Information Programs

Leadership Program
October 2013 – September 2014

Mission San Luis
Tallahassee, Florida

Facilitated by DeEtta Jones

This program has been funded under the provisions of the Library Services and Technology Act, from the Institute of Museum and Library Services, administered by the Florida Department of State's Division of Library and Information Services.



Florida Department of State
Office of Cultural, Historical,
and Information Programs

DJA Consulting
DeEtta Jones and Associates

OCHIP Leadership Program

Session 1 - Framing Your Leadership Journey

Tuesday, October 15

Session 1: Reading and Preparation:

- PREPARE TO SHARE with the full group and the OCHIP directors, a one minute description of your project idea.
- FIND three definitions of leadership from widely recognized leaders, experts in the leadership field, and/or a leader you have worked with or known.
- BRING the three leadership definitions to the first session. Each definition should be printed on separate sheets of 8 ½" x 11" colored paper using at least 48 point font. The definitions will be posted on the walls around the room.
- CREATE AND BRING a list of changes you have witnessed within your Division, or your career, over the past five years.
- CREATE AND BRING a list of changes that you would like to occur within your Division, or OCHIP, within the next five to 10 years.
- PRINT AND BRING a recent 3"x 3" color photo of yourself that best captures your personality. This photo can be printed on photographir, quality or regular paper.
- VISIT the wiki and read the OCHIP Leadership Program [introductions](#).

Practical Application Assignment: (Due at the beginning of Session 2)

Meet with one or more person in the program, and from a Division other than your own, to explore potential project collaboration.

Complete the OCHIP Leadership Program Professional Development worksheet.

2013-14 OCHIP Leadership Program – Session One – Page 1

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Optional Professional Development Activities:

Suggested Reading:

Positivity by Barbara Frederickson.

Working with Emotional Intelligence by Daniel Goleman.

Leadership and the New Science by Margaret Wheatley.

Session Lead Faculty Member:

DeEtta Jones, DeEtta Jones and Associates, Principal

www.DeEttaJones.com

Program Overview

In summer 2013, the OCHIP Leadership team came together to create the following unifying vision for the program:

Florida First:

Florida is recognized as the leader in arts and culture, information management, history and heritage.

In pursuit of this vision, OCHIP leaders are supporting this pilot leadership development experience with the hope of building internal capacity for shared leadership, creativity and collaboration.

Learning Objectives

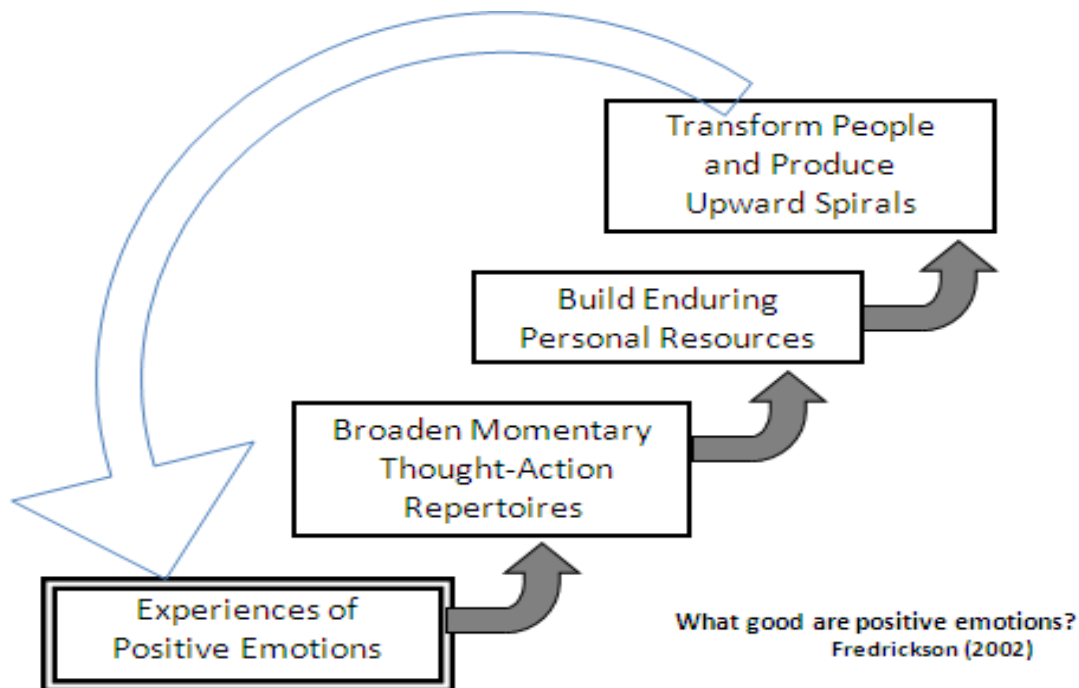
- Encourage and enable idea and resource sharing across the OCHIP Divisions.
- Create opportunities for cross Division collaborations.
- Build and sustain positive relationships within, and across, divisions.
- Enhance participants' readiness for new career challenges.
- Expand participants' understanding of the Divisions, OCHIP and the Department.
- Develop leadership skills that are rooted in research based concepts and translated for practical application.

Focus on the Positives: Design Philosophy

The OCHIP Leadership Program's underlying design assumes that all participants have made a full commitment and are eager to contribute to the program's success. Positive organizational development concepts, models, techniques and tools will be used by the facilitator, and participants are encouraged to bring ideas about constructive approaches to individual and group learning, growth and change. The intention is to create experiences that demonstrate and make the case for the power of positive emotions on individual effectiveness and group performance. **This program is an opportunity to help build the future of OCHIP.**

There are three basics of positive organizational development:

1. Individualization promotes employee growth.
2. The emotional climate of an organization defines the outer limits of productivity.
3. Monitoring movement toward organizational goals promotes organizational growth.



2013-14 OCHIP Leadership Program – Session One – Page 4

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Schedule

2013

October 15	Framing Your Leadership Journey
December 3	Positioning Your Project for Influence

2014

January 14	You as Leaders
February 11	Communication Skills and Influence Strategies
March 18	Developing Cultural Dexterity
April 8	Facilitation Skills
May 13	Building and Leading Effective Teams
June 10	Organizational Culture and Change
August 5	Charting Your Course
September 9	Graduation

2013-14 OCHIP Leadership Program – Session One – Page 5

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Framing Your Leadership Journey Agenda

9:00 a.m.	Welcome, Overview and Introductions
10:45 a.m.	Break
11:00 a.m.	Leadership and the Power of Vision
12:00 p.m.	Lunch on Your Own
1:30-3:15 p.m.	OCHIP Leaders' Panel <ul style="list-style-type: none">• Directors share thoughts/insights and participants ask questions<ul style="list-style-type: none">○ Share a bit about your vision for your Division, it's role in relation to other Divisions, and the overall aspiration for OCHIP.○ What do you hope participants will take/bring to a leadership experience like this one? Why did you support this program?○ Leadership words of wisdom—particularly working in a government based organization.• Participants each share a bit about their leadership project ideas. DeEtta then facilitates an exchange of ideas.
3:15-3:30 p.m.	Break
3:30-4:30 p.m.	Leading from Anywhere

2013-14 OCHIP Leadership Program – Session One – Page 6

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Norms for Mutual Learning

The OCHIP Leadership Program is designed and facilitated using a Mutual Learning Approach. A Mutual Learning Approach assumes that everyone involved in the program—participants, facilitators, coordinators and supporters—bring unique value and are accountable for building a mutually beneficial and satisfying learning experience.

A Mutual Learning Approach is, and is not, expected to be mastered in a one day session. It is predicated on a mindset, and is more fully engrained and leveraged by ongoing practice and commitment. It is helpful, though, to have agreed upon behavioral norms that provide structure for our in person sessions.

In order to create a strong foundation upon which mutual learning can take place, participants, facilitators, coordinators and supporters are expected to:

- Participate.
- Be open.
- Take responsibility for your own learning.
- Lean into your discomfort.
- Help the group learn—we are a learning community.
- Try on new ideas for size.
- Balance advocacy with inquiry.
- DeEtta as facilitator, you bring your expertise.
- Focus on your own learning.
- Take care of comfort needs
- Give timely feedback.
- Take turns bringing snacks for the group.
- Respect confidentiality.

Participant Roster

Mark Ard	Office of Secretary
Alicia Bevis	Division of Administrative Services
Vincent Birdsong	Division of Historical Resources
Marian Deeney	Division of Library and Information Services
Desiree Estabrook	Division of Historical Resources
Dolly Frank	Division of Library and Information Services
Johnathan Grandage	Division of Library and Information Services
Katrina Harkness	Division of Library and Information Services
Melissa Hooke	Division of Library and Information Services
Chad Hutchinson	Division of Administrative Services
Angela Jones	Division of Library and Information Services
Katie Kole	Office of Secretary
Arnold Laboy	Division of Historical Resources
Tim Leatzow	Division of Cultural Affairs
Tyler McLean	Division of Library and Information Services
Jody Norman	Division of Library and Information Services
Kieran Orr	Division of Cultural Affairs
Daniel Seinfeld	Division of Historical Resources
Katrice Stewart	Division of Library and Information Services
Tim Storhoff	Division of Cultural Affairs
Dave Tepper	Division of Administrative Services
Paulo Vinanti	Division of Historical Resources
Jennifer Womble	Division of Library and Information Services
Ronni Wood	Division of Historical Resources
Bethanie Yetso	Division of Library and Information Services

2013-14 OCHIP Leadership Program – Session One – Page 8

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Define Leadership

Roles and Responsibilities of Frontline Staff, Managers and Leaders

Directions: Write the item number in the appropriate box on the following page. An item number may be placed in more than one box.

1. Ensures that daily required tasks are satisfactorily completed.
2. Inspires employees.
3. Coordinates and assigns employee's activities.
4. Delegates tasks.
5. Develops strategic alliances.
6. Provides on the job training.
7. Coaches employees.
8. Develops self and others.
9. Ensures that daily work gets done.
10. Oversees budget.
11. Resolves conflicts.
12. Provides project and program oversight.
13. Coordinates supplies and materials.
14. Focuses on systemic changes.
15. Writes policies and procedures.
16. Provides oversight to ensure that organizational goals are met.
17. Sets organization's vision.
18. Enables others to act.
19. Monitors achievement of program goals.
20. Disciplines employees.
21. Creates a new organizational culture.

Leadership	Management	Frontline Staff

Small Group Discussion

Directions: Answer the questions below and complete the sentences.

1. What did you discover during this exercise?

2. What makes a leader different from a manager?

3. Complete the following sentences:

A leader’s primary role is to...

A manager or supervisor’s primary role is to...

Create Your Definition of Leadership:

1. Review posted leadership roles/attributes.
2. Read leadership characteristics/competencies on the next page.
3. Think about the characteristics of leaders who you admire the most.
4. Write your own definition of leadership in one or two sentences.
5. Compare definitions.
6. Identify similarities and differences.

My Leadership Definition

Kouzes & Posner	Warren Bennis	Ken Blanchard	Terry Anderson	Tom Peters	Stephen Covey	John P. Kotter
<i>The Leadership Challenge: Five Practices</i>	<i>Leaders, Why Leaders Can't Lead</i>	<i>Whale Done</i>	<i>Transforming Leadership</i>	<i>Thriving on Chaos</i>	<i>Principle Centered Leadership</i>	<i>Leading Change</i>
Challenges the process	Creates an inspired vision	Sets clear goals	Well defined sense of mission, purpose, values and goals	Vision that guides all activity	Continually learning	Establishes a sense of urgency
Inspires a shared vision	Manages others by example	Provides clear directions	Exceptional physical health	Self-confident	Service oriented	Creates the guiding coalition
Enables others to act	Visible to employees, customers and vendors	Supports people as they need it	Exercises self-mastery	Willing to share achievement	Radiates positive energy	Develops a vision and strategy
Models the way	Listens attentively	Delegates and empowers as followers are ready to accept	Uses course correction	Displays caring	Has love, supported by faith and hope	Communicates the change vision
Encourages the heart	Delegates to the front line	Provides feedback on performance	Is result oriented	Decisive	Is typically grateful	Empowers broad based action
	Builds a flatter organization	Is flexible	Manages change	Committed to employees and their projects	Sense of wonder about life	Generates short term wins
	Ensures essential training		Develops teams to accomplish results	Likes to be surrounded by highly competent people	Courage combined with emotional vulnerability	Consolidates gains and produces more change
					Search for truth and beauty	Anchors new approaches in the culture
					Caring, sharing and forgiving	

2013-14 OCHIP Leadership Program– Session One – Page 12

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	Managing	1	2	3	4	5	Leading
Seeks situations of:	Stability						Change
	Prosperity, Control						Uncertainty
Focuses on goals of:	Continuity						Improvement
	Efficiency						Innovation
Decision making:	Analytical						Intuitive
	Risk averse						Risk taking
	Rational						Ambiguous
Bases power on:	Position of authority						Personal influence
Demonstrates skills:	Technical competence						Conceptualization
	Supervision						Persuasion
	Administration						Dealing with ambiguity
Works toward:	Employee compliance						Employee commitment
Planning strengths:	Logistics						Strategies
	Focus, details						Big picture
Directing methods:	Clarify objectives						Coaching, asking
	Coordinating, telling						Role modeling
	Reward systems						Inspiring
Controlling methods:	Monitoring						Motivating
	Operating procedures						Self-managed teams
Performance eval.:	Rewards						Support, inspire
	Discipline						Development of skill
Communication style:	Reciprocal						Persuasive
	Exchange information						Committed to action
Orientation:	Programs & procedures						People & concepts
Information base:	Data, facts						Feelings, intuition, ideas
Resources valued:	Physical						People as a resource
	Money						Information networks
	Technical						Innovations
Change attitude:	Implements change						Sees future as change
Does not want:	Anarchy, chaos						Inertia
	Disorientation						Lack of motivation
	Surprise						Boredom
Defines success as:	Maintain quality						Employee commitment
	Stability, consistency						Mutuality & trust
	Efficiency						Effectiveness

Source: Adapted from *Learning to Lead* by Warren Bennis and Joan Goldsmith.

2013-14 OCHIP Leadership Program— Session One – Page 13

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Leading Change

Leadership is about change (or leading the evolution)!



Organizational Change: Culture, Structure and Strategy

Margaret Wheatley, over 20 years ago, in her book *Leadership and the New Science* (1992), argued that across all disciplines our systematic, rational quest for order, control, stability and predictability are giving way to a deeper appreciation for chaos, complexity, uncertainty, and change. She explains that organizations are dynamic and organic; change is inevitable. How leaders respond to, lead, and inspire change will determine the health and longevity of an organization.

Illustration #1

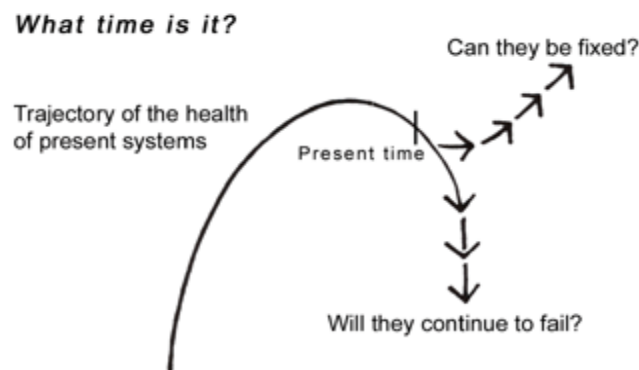


Illustration by Margaret Wheatley. *Supporting Pioneering Leaders as Communities of Practice: How to Rapidly Develop New Leaders in Great Numbers*, Margaret J. Wheatley 2002.

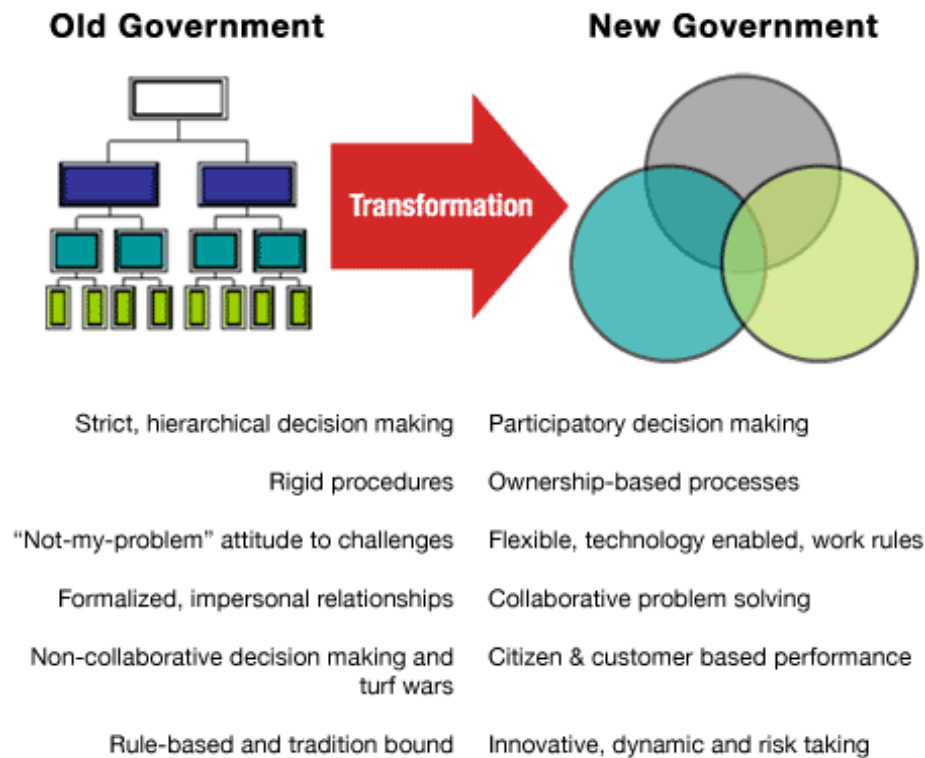
2013-14 OCHIP Leadership Program— Session One – Page 14

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Organizational Transformation

Recent leadership and management models advocate for change in current practices, particularly for more established bureaucratic organizations.

Illustration #3



<http://innovateteam.com/services/business-consulting/organizational-transformation>

Michael Useem wrote in an article published by the University of Pennsylvania Leadership Digest:

A culture that encourages upward leadership is built, not born. For that, senior managers must regularly insist that their junior staff question strategies and challenge errors. Asking those of lesser rank to say what they candidly think, and complimenting them for doing so, are small measures that can make for big improvements.

Once established, a companywide emphasis on leading upwards serves as a kind of inertial guidance system, continually reminding everybody that they are obliged to lead up without the need for superiors asking them to do so.

http://leadership.wharton.upenn.edu/l_change/up_lead/ET_Nov_13_03.shtml

2013-14 OCHIP Leadership Program— Session One – Page 15

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The Power of Vision



OCHIP Leadership Project – Pockets of Innovation

Project Purpose:

The purpose of the leadership project is to:

- Provide an opportunity for you to **lead change**, within and across divisions, with the support of your manager/director.
- Increase and refine your leadership competencies.
- Make a difference, and a significant contribution, to the improvement of your division, the collaborative potential across divisions, or the external communities served by OCHIP.

Individual or Collaborative Project:

Participants may identify, develop and complete their leadership projects individually, in pairs or in triads, but **cross divisional collaboration is highly encouraged**.

Project Ideas:

Our world is rapidly changing, and the divisions within OCHIP have always been instrumental in recognizing and leading change to meet the needs of their community members. Your leadership project should address an ongoing or emerging need that will add value to the OCHIP divisions' functioning, services and/or impact on the communities served.

Project Outcomes:

- Identify and solve an existing, but unaddressed, problem at the leadership level.
- Identify concrete steps toward a tangible change within your division, across divisions or in your external community.
- Formalize strategic alliances across divisions, or with an external constituent.
- Increase your level of visibility, and position yourself for increased leadership contributions in the future.
- Lead change that has tangible benefits to one or more of the OCHIP divisions and can be sustained over time.

Values to Vision: Putting Your Professional Goals in Context



OCHIP Leadership Program Professional Development Worksheet

Goals	Knowledge Needed	Skills Needed	Mindset Change	Behavior Change