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LIS 650

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Leadership and Management Treatsie

I. Your Leadership and Professional Persona

Leadership Mission

To increase access to information through digitalization and by teaching information literacy skills to all people.

I come from an extended family background where many members do not possess a high school education or are illerate. To compound the problem, many of these people also are wary of education and information from sources other than people they personally know. They have come to believe that education is a way for other people to look down on them. This paranoia has led them to continue the poverty cycle since they lack the skills or education to know how to seek information that could help improve their lives. Therefore, my mission statement is to digitalized information online so that people like my family can have the ability to read information in the privacy of their own home instead of having to seek it directly from people whom they fear will judge them for the gaps in their education. Then in order to help people gain the skills they need to understand what they are reading, better and more common information literacy programs need to be placed in communities and online so people can find assistance in the way that is most agreeable to their mindset.

Leadership Values

- Honesty

Honesty would be implemented in an organization by having transparency at all levels of management so employees know what the current status is on agenda items, future plans, and job security of staff members.

- Integrity

Employees and employers should both have a strong feeling of support for the organization's mission. It should not be compromised or corrupted by money or political agendas which are adverse to the mission.

- Trustworthiness

Assistance which is freely given to clients should be handled in a confidential manner in accordance with all applicable laws.

- Accountability

If anyone in the organization, no matter what level of superiority or authority they have will be held accountable for actions that compromise the mission of the organization. If anyone breaches privacy laws, legal action will be pursued.

II. Top Two Questions

One of my top two questions this semester involved learning how to resolve conflicts in a justice manner without hurting other people's feelings. Now at the end of the course, I would like to narrow the focus to discuss how to terminate an employee so that it can be a productive, even a positive step for the employee and the employer. In *First, Break All the Rules*, Marcus Buckingham and Curt Coffman explain that you can terminate with what they call "tough love." What this means is that when it is time to let an employee go, they can be terminated in a way as

to not hurt their feelings. First, you need to keep productivity as your goal and be able to explain that whenever someone is consistently falling short of productivity, this means that the job is not a right fit for them (Buckingham & Coffman, *First, Break All the Rules: What the World's Greatest Managers Do Differently*, 1999). Secondly, you should through the use of a discussion on talent, discuss how their natural talents are pointing them in another direction. Other good tips would be to handle this employee with care so they do not feel personally slighted, that you need to protect your workplace by preventing lawsuits in how you conduct the termination, and even how to tell the other workers that this person was let go (Goldfield, 2010).

As an employer, you must remember that when you fire someone, it is the manager that people watch during what is usually a painful ending of a work relationship. It is a very stressful time for everyone (Braun Consulting Group, 2006) who has contact with the employee and the employer. Therefore, it is important to remember to handle the firing of an employee with grace and have it be a clean break so it will not impact the morale of the other employees.

My other question was “How to manage my human resources effectively.” The answer to this question can be predominantly answered at length also in *First, Break All the Rules*. In short, you want to hire people for their talent, not their skills or knowledge (Buckingham & Coffman, 1999). Skills and knowledge are things that can be learned or have been done before. Talent, on the other hand, are the abilities which make that person unique in what they pay attention to, how they process information, and how to interact with the world. For example: you can teach (knowledge) a class how to play (skill) tennis, but the real star of the show will be the person who naturally excels at tennis (talent).

So, in order to manage human resources effectively, you need to know how to hire for talent and then put that person in the position where they will be most productive (Buckingham

& Coffman, 1999). Other tips would be to “turn a compliment into an interview” (DeMaio, 2009) which means asking someone how they managed a great success after you compliment them and after giving a development review, do a follow up to see how employees are progressing in developing their talents (BNET Editorial, 2010). If an employer wants to manage their resources most effectively, they need to find people who will not do really great at their job but also will love it because it appeals to what they are already best at naturally.

III 15 Year Ideal Vision

The beginning of this fifteen year journey into the future when I will *be forty* (did you just catch the *When Harry Met Sally* reference?) is to look at my plans for the next year. I am currently completing my second semester in the Library and Information Studies department at the University of North Carolina at Greensboro (UNCG). I have decided to pursue a career path in digital librarianship. What this means is still uncertain to both me and the profession since it is a fairly new area in librarianship. However, I have been consulting with various professionals in the department, on campus, and around the world thanks to the social networking tool, Twitter. Therefore, this summer I will be participating in an archiving internship at the Greensboro Historical Museum and a digitalization internship at Jackson Library at UNCG. Two other immediate opportunities are to be a research assistant for Dr. Julie Hersberger studying information literacy needs of the homeless and continuing to build a website for an International Federation of Library Associations (IFLA) funded project helmed by Dr. Clara Chu.

In the next school year, I plan to take classes to understand library marketing strategies, digital libraries, databases and other commonly used software programs used by libraries, and an introduction to archiving class. For professional development, I have been elected the Vice President of the department’s student chapter of the ALA. I will have opportunities in learning

how to manage a small organization and widen my contact field for networking in the future.

After that, I hope to graduate in May 2011.

Ideally, I hope to win a federal internship to work in a number of libraries in the Washington, D.C. area for two years. Unfortunately, I cannot locate the name of this internship at the current moment. This internship would allow me to gain work experience in a variety of library settings as well as begin granting me a path to work within the federal government. By gaining work clearance through this internship, I will have opportunities to seek a higher pay scale when I begin my professional life as a non-intern. Money is not the beginning and end of a career, but it certainly does not hurt to have a sound financial backing.

If we move on ahead to the magical age of forty, it is impossible for me to say where I will be at in my career. However, I believe I would like to be in a position as a political activist for the field of librarianship. My personal interest, or talent even, is strongly aligned to politics and I hope that by working in Washington, D.C. as an intern, I would gain the contacts to be able to enter the political field with time. A question posed to me last night was, "Who decides what information is important for the future?" and I promptly answered "I am. I am a future librarian." What this will mean in a political career for librarianship that marries my interest in digitalization and information literacy is to increase support and recognition of the importance of libraries providing access to both analog and digital resources.

The Internet Archives project is one online effort to preserve digital materials and the more recent announcement that the Library of Congress will archive all public Twitter accounts are examples of the importance of preserving the Internet for future researchers---both professional and novice. Access to the Internet in all communities will grant people opportunities to increase their information literacy through a choice of networks that they will decide. It is an

impossible task for librarians to catalog and sort all the websites and pages of the Internet, but the task that we can ultimately do is to preserve the freedom of information.

These objectives are not necessarily tied to management and leadership since I am more of a follower and supporter rather than a leader type of person. Also the ideal vision of a career path for myself is not contained within the traditional four walls of a building but is one that travels and seeks to meet the demands of clients locally but globally as well throughout time even after my own demise. Therefore, I cannot give a clear statement of how I will lead when I prefer instead to step aside and let the users decide how to use the information they find. My job is to make sure that they have freedom to search for information, have structures that will allow this information to be accessible, and finally, the hope that someday, all citizens of the world be literate and will know how to critically evaluate the information they find. It will be even better if they can then contribute to the worldwide dialogue and write about or use what they find.

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Cover Letter

Dear Search Committee members,

I attended a federal internship workshop in the fall of 2009 when I was just in my first semester of library school at the University of North Carolina at Greensboro. It was on this night that I found out about the opportunities for a young professional to earn experience working for your company, xxxxxxxxxxxxxx. I hail from the mountains of Western North Carolina and since my move to Greensboro, I have realized how very valuable information is to a community and how the lack of opportunities and of education can destroy a community in the modern age of globalization. Therefore, I wish to continue my own education through working at your company so that I can obtain new knowledge on how I can reach, teach, and educate my hometown and surrounding communities in information literacy skills.

My education at UNCG's Department of Library and Information Studies (LIS) was primarily focused on technology information skills. These classes were focused on how to disseminate information through web technologies like PDFs, websites, marketing, and creating the new department website. As a graduate assistant, I worked with with the LIS department's director, Dr. Clara Chu, to create a global initiative website to connect international librarians with each other not only online but also within the classroom. I enhanced my academic work with internships in digitalization and archiving. These activities complimented my undergraduate education in web design and videography skills from the University of North Carolina at Asheville's Multimedia of Arts and Sciences program in 2008.

To gain leadership and management skills that will help me achieve my goal of increasing information literacy back home, I was the Vice President of the ALA Student Chapter for our department. The management class I took guided me to think not only from the perspective of employees in the workplace but also from the point of view of users who need their library to meet their needs foremost and not only the mission statement of an institution.

However, I still feel that more needs to be done to strengthen my abilities to be a leader in librarianship and information literacy back home. I believe that not only can I bring digitalization skills to your institution, I can also learn much from your professionals. My research assistantship with Dr. Julie Hersberger allowed me to gain experience in researching how the homeless and other disadvantaged people have different information needs and access than traditional information seekers.

My enclosed resume will outline more in depth about the nature of the courses and work experience I have already completed. I look forward to hearing from you.

Sincerely,

Amanda Goodman