

# Library Director by Accident or by Design

OLA SuperConference  
February 2, 2018



Image courtesy of Diamond + Schmitt Architects

# Gerstein Science Information Centre

Neil Romanosky, Director

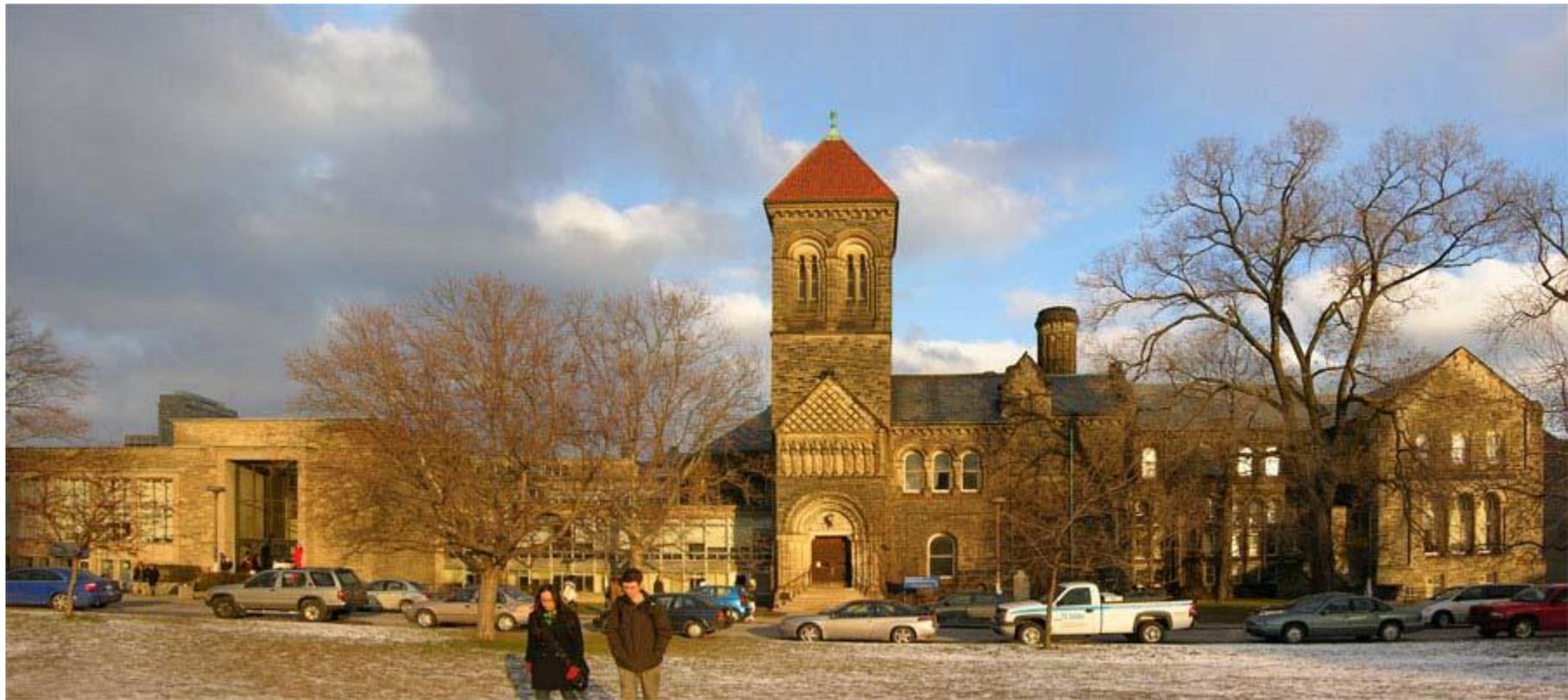


Image courtesy of Heritage University of Toronto

# Gerstein Science Information Centre

- UTL's main science and health sciences library
- 12 librarians, 1 manager, 11 library technicians, 2 interns, ~18 student workers
- Medicine, Nursing, Public Health, Pharmacy, Kinesiology and Physical Education, Occupational Therapy, Rehabilitation Sciences, Speech Language Pathology
- Offices of the Health Sciences Information Consortium of Toronto



# Monique Flaccavento

## Director

### Ontario Institute for Studies in Education (OISE) Library

The screenshot shows the OISE Library website homepage. At the top, there is a dark blue navigation bar with the University of Toronto logo and 'OISE LIBRARY' text on the left. In the center, it says 'Celebrating 125 Years of Excellence' with a small graphic. On the right, there are icons for Research, Services, Visit, Ask, About, My Account, and UofT. Below the navigation bar is a large banner image of a library interior with people studying. A banner across the image reads 'WITH OISE I CAN SHAPE THE FUTURE'. Below the banner, there is a teal header with 'OISE Library' and 'Welcome to Canada's largest academic education library.' The main content area is divided into several sections: a search bar with 'Start your search' and a search button; filter options for 'Title', 'Online', and 'OISE'; three search categories: 'Catalogue' (Books, Journals, Activity kits, Videos and DVDs), 'Articles' (Scholarly, Newspapers, Magazines), and 'Databases' (Popular, By title, By subject A-Z, ERIC, Education Source, PsycINFO); 'Hours & Location' featuring a photo of the library building and contact information; 'Using the Library' with a list of services like 'Renew your items and pay fines', 'Book a study room', 'Book a research consultation', 'Suggest a title', 'Interlibrary loan', 'Book retrieval request', 'U of T Library workshops', 'RefWorks', and 'TSpace'; and 'K-12 Resources' featuring a graphic of colorful books with questions and a list of resources including 'Activity Kits', 'Ontario Curriculum', 'Trillium List', 'Tumblebook Library', and 'K-12 Databases'.

UNIVERSITY OF TORONTO  
OISE LIBRARY

Celebrating 125 Years of Excellence

Research Services Visit Ask About My Account UofT

WITH OISE I CAN SHAPE THE FUTURE

WITH OISE I CAN INSPIRE SUCCESS

OISE Library

Welcome to Canada's largest academic education library.

Start your search

Find books, ebooks, journals, and library info

Filter by Title Online OISE

Catalogue  
Books | Journals | Activity kits | Videos and DVDs

Articles  
Scholarly | Newspapers | Magazines | Find a specific article

Databases  
Popular | By title | By subject A-Z | ERIC | Education Source | PsycINFO

Hours & Location

Using the Library

- Renew your items and pay fines
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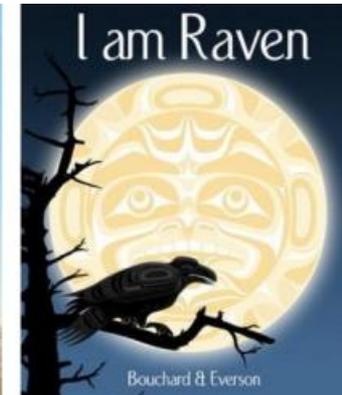
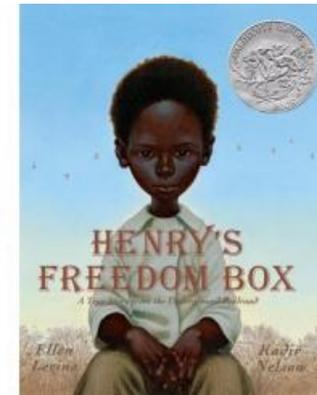
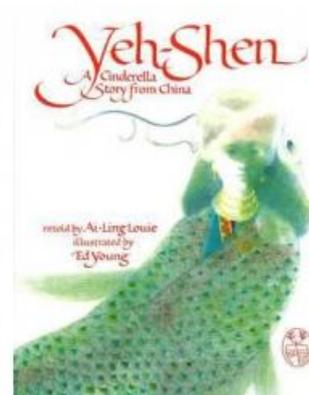
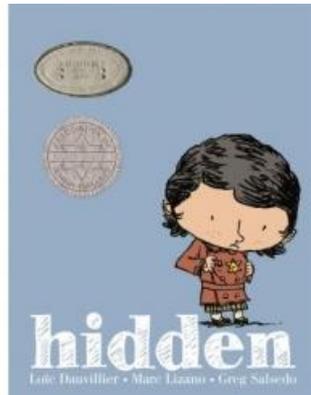
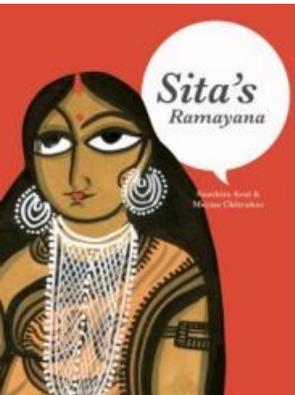
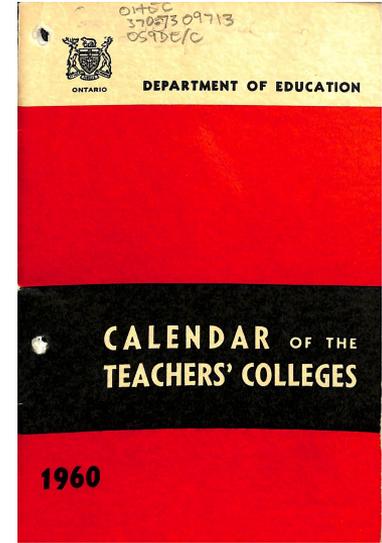
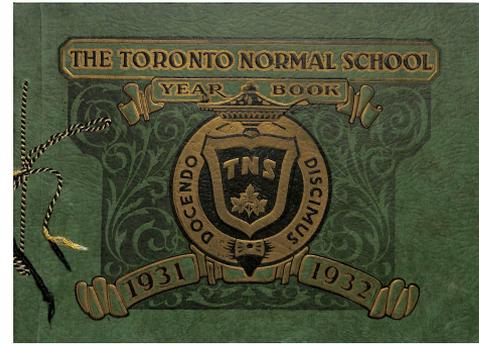
K-12 Resources

Activity Kits  
Ontario Curriculum  
Trillium List  
Tumblebook Library  
K-12 Databases

OISE Library  
252 Bloor St. W., Toronto, ON  
Map

Hours  
Mon-Thur: 8:30am-9pm  
Fri: 8:30am-5pm

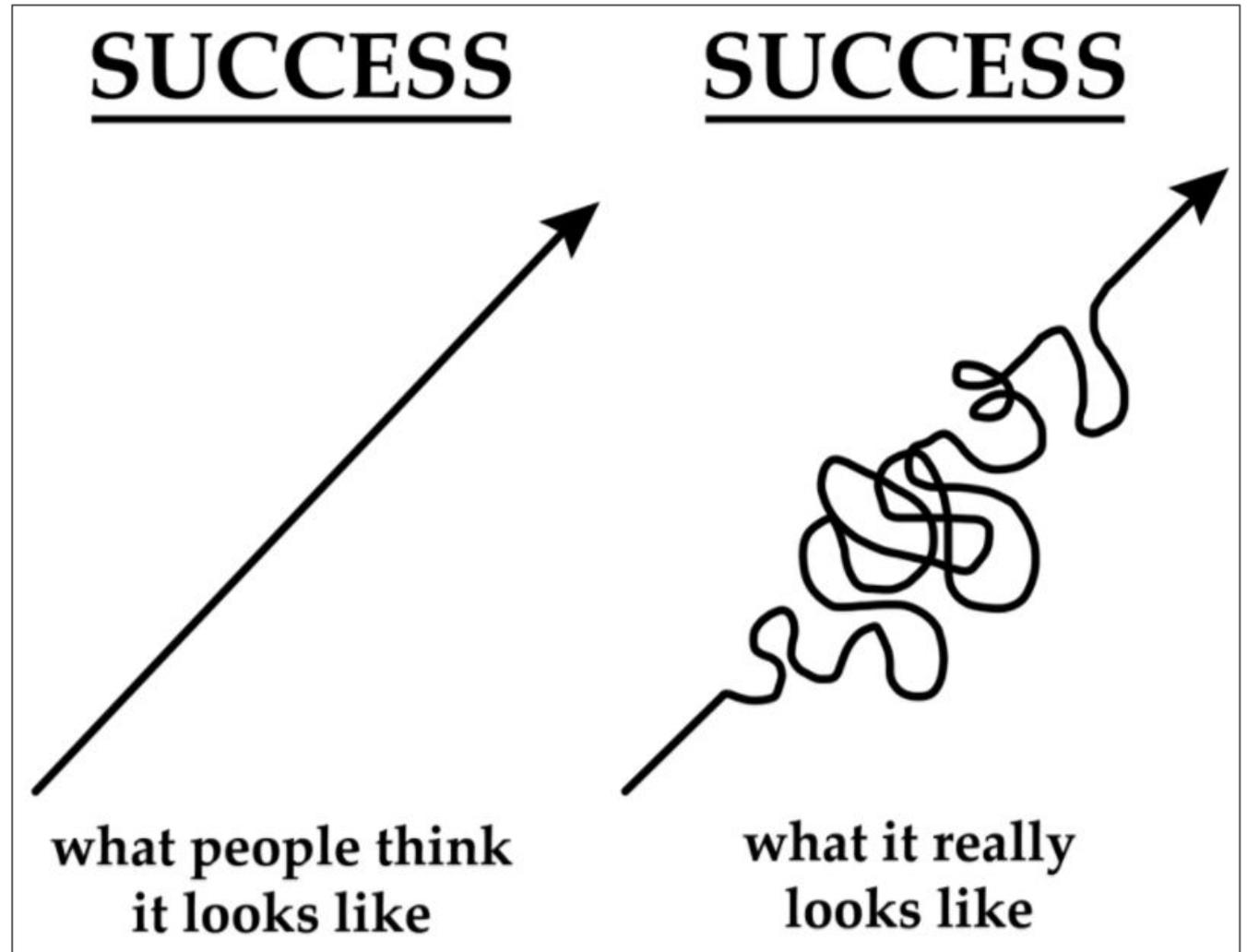
- 6 librarians; 6 library technicians; 10 student library assistants
- ~3000 graduate students enrolled in 4 departments at OISE:
  - Curriculum Teaching and Learning
  - Social Justice Education
  - Leadership, Higher and Adult Education
  - Applied Psychology and Human Development



The original napkin sketch is attributed to comedian / actor / musician / artist / author Demetri Martin.

Blodget, H. (2012, April 24). What people think success looks like vs what it really looks like. *Business Insider*.

<http://www.businessinsider.com/what-success-looks-like-2012-4>

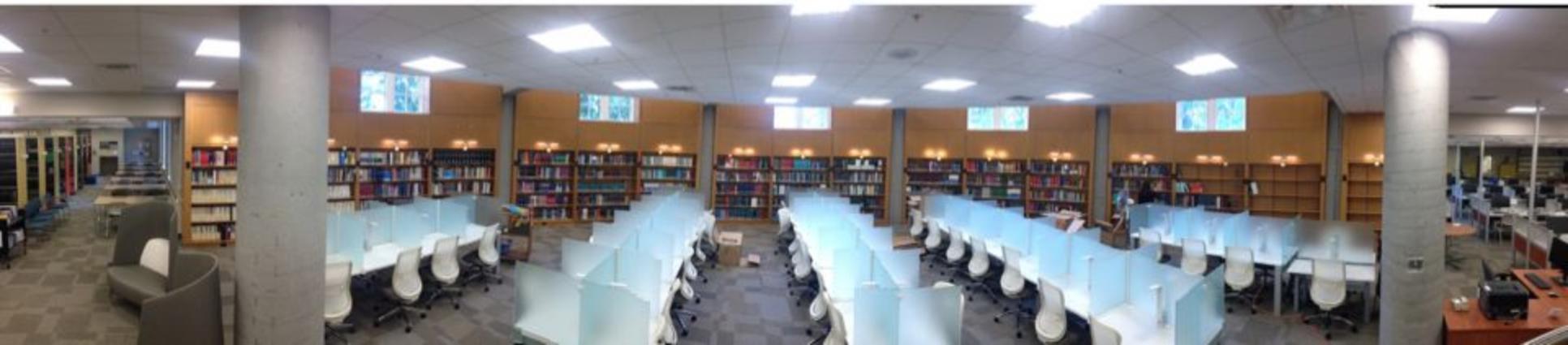


# mindy @ The Engineering & Computer Science Library (ECSL)

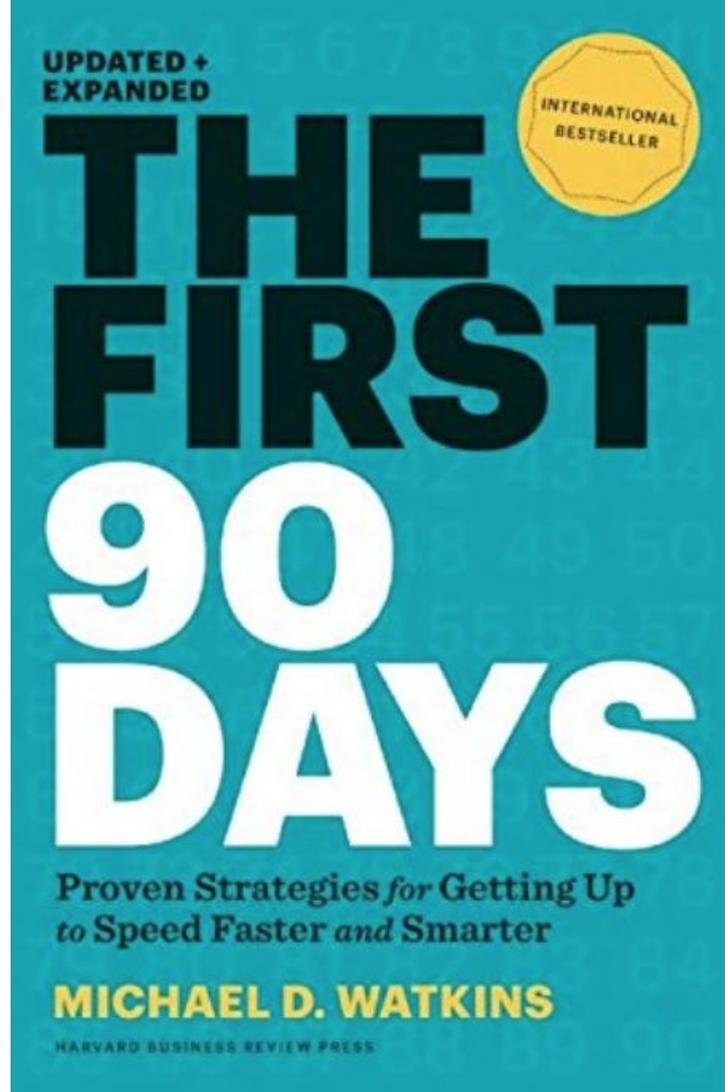


- 6 Departments and 2 Institutes within the Faculty of Applied Science and Engineering (FASE) & the Department of Computer Science (DCS) in the Faculty of Arts and Science
- 4 librarians and 3 technicians
- 15 student workers

	<b>Undergrads</b>	<b>Grads</b>
<b>FASE</b>	5441	2365
<b>DCS</b>	2100	250
<b>Total</b>	<b>7541</b>	<b>2615</b>



What happened in  
your first 90 days?



Leaders are impacted not only by their own career transitions, but by the transitions of others around them on the job.

(Watkins,2013)

Some high-achieving individuals have a secret sense that they can't live up to others' expectations. Instead of seeing their failures and mistakes as performance feedback, they deeply personalize them. They may think their success is based on luck or timing, not their own experience, skills, or other qualities.

(Sherman, 2013)

It's a very slow process - two steps forward, one step back - but I'm inching in the right direction.

(Reiner, n.d.)

# Look to the the STARS...

....to determine what kind of organization you are stepping into:

**S**tartup

**T**urnaround

**A**ccelerated growth

**R**ealignment

**S**ustaining success

(Watkins, 2013)

# Get Philosophical!

[A] philosophy is simply a cohesive way of thinking about your role. Very few people take the time to establish one . . . Most managers live in a reactive mode, responding to issues based on gut feelings, past experiences, and examples set by others. . . having a core philosophy can help guide you through the day-to-day and the job's tougher moments.

(Walker, 2015)

# The Imposter Returns--But Can Be Dealt With!

Building competence leads to competency. (Sherman, 2013)

Business is no different from anything else in life — you can only control what you can control, and if you can't accept that leadership can be lonely and self-doubting much of the time, well, you may not be ready to be a leader. Regardless, celebrate and embrace your vulnerability, because if you don't feel any, you're probably not pushing yourself hard enough.

(Tjan, 2017)

“Clearly defining your new role is essential for your former peers to be able to grasp how your relationship with them is about to change.”

“Set ground rules that clearly define expectations of all staff members”

(Cohen, 2013)

“Some leaders hoping to score a quick win jump into its implementation too quickly. To the people around them, it feels as if these leaders have arrived with the solution already formulated instead of engaging others in its design.”

(Van Buren & Safferstone,  
2009)

“It's impossible to navigate the permanent white waters of your first 90 days if all your energy goes out. Some must come back in, and the most efficient way to do this is to breathe and focus on the breath while doing it. It sounds simple but it's not always, especially on those days where you are literally pulled in multiple directions.”

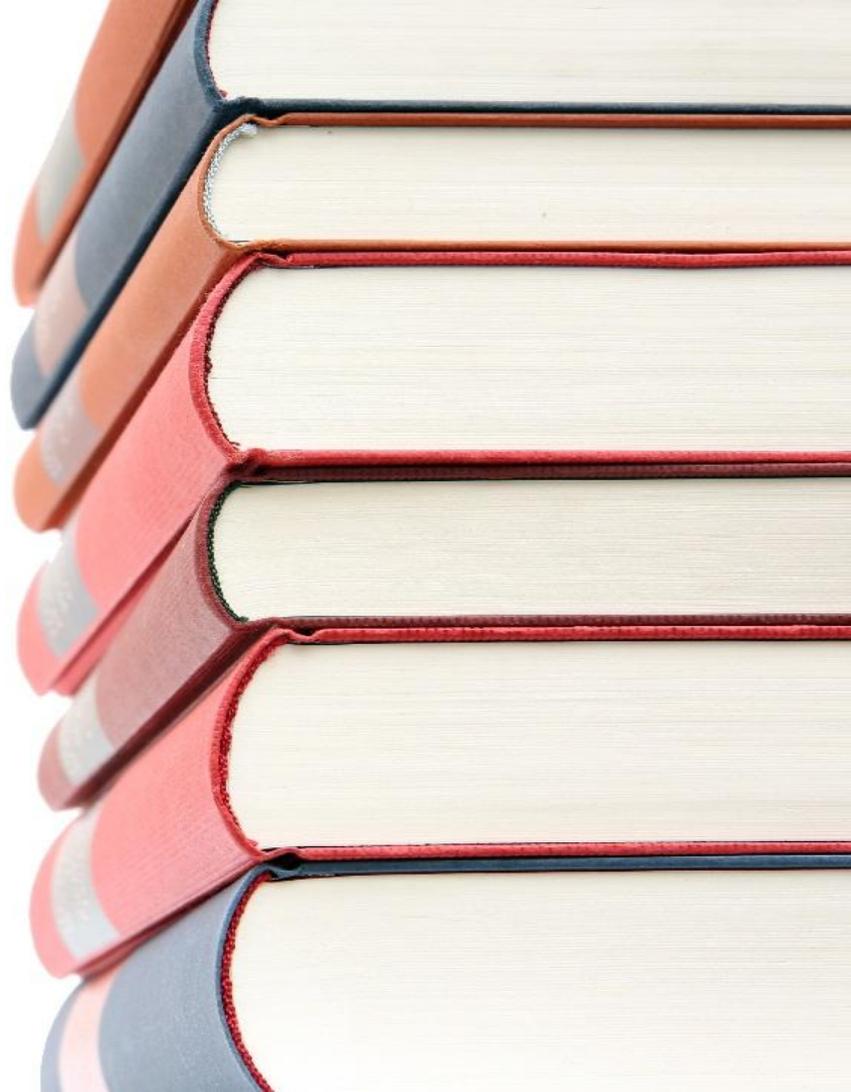
(Vermey, 2008)

# Your turn!

- What are some of the experiences that have helped you get to where you are now?
- If you are in a leadership role, what are some of the strategies that worked well for you in your first 90 days?
- How have our experiences resonated with you?
- If you're thinking about management, what questions do you have?

What happens on day 91 and beyond?

The first 90 days:  
Themes that emerge  
in the literature



- Take time to learn about:
  - the organization (the cultural & political aspects - not the technical details)
  - your staff
  - your boss' expectations (and how to manage these)
- Be open to criticism and to new ideas / approaches
- Focus on building relationships, and on building your team
- Create alliances with others in similar roles

- Articulate your philosophy of management
- Set clear and realistic expectations; communicate these to your team
- Help your team with the transition
- Secure early, collective wins
- Don't implement too many changes too fast (“the action imperative”)

- Make time for self-reflection (reflective practice)
- Recognize that:
  - your new job is different from your old job - you won't be have time to do everything you used to do
  - you aren't the same as the leader who came before you
  - it's normal to feel scared, stressed, and insecure at times
  - you don't need to have all of the answers: be willing to be uncomfortable
- Find a coach / mentor

# Resources

Cohen, S. (2013). Transitioning new leaders: Seven steps for success. *Nursing Management*, 44(2). DOI: 10.1097/01.NUMA.0000426146.98903.e7

*HBR*, vol 87 no. 1 (Jan 2009) - Entire issue focused on leadership transition

Sherman, R. (2013, January 1). Imposter syndrome: When you feel like you're faking it. *American Nurse Today*, 8(5).

Shirey, M.R. (2016). Leadership transitions and the first 90 days. *The Journal of Nursing Administration*, 46 (4). DOI: 10.1097/NNA.0000000000000329

Tjan, A. K. (2017, May 9). 5 things new managers should focus on first. *Harvard Business Review*. Retrieved from

<https://hbr.org/2017/05/5-things-new-managers-should-focus-on-first>

# Resources

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Vermeij, C.M. (2008). On-boarding: Turning success into significance in 90 days. *Women in Higher Education*, 17(8). Retrieved from [http://link.galegroup.com/apps/doc/A183276599/AONE?u=utoronto\\_main&sid=AO NE&xid=dae02f8d](http://link.galegroup.com/apps/doc/A183276599/AONE?u=utoronto_main&sid=AO NE&xid=dae02f8d)

Walker, C. A. (2015, September 15). New managers need a philosophy about how they'll lead. *Harvard Business Review*. Retrieved from <https://hbr.org/2015/09/new-managers-need-a-philosophy-about-how-theyll-lead>

Watkins, M. (2013). *The first 90 days: Proven strategies for getting up to speed faster and smarter* (Revised ed.). Boston: Harvard Business Review Press.