LEADING FROM ANY POSITION:
Creating Learning Libraries
In Five Easy Lessons

The conference theme asks us to think more creatively to meet our continued challenges and the needs of our communities. Creativity involves honest assessment of our library processes, how we are using our resources, and how we are responding to a quickly evolving customer base.

There are creative, yet pragmatic approaches that have been proven effective in helping libraries embrace innovation to keep up with our changing environment. Becky Schreiber and John Shannon, Schreiber Shannon Associates, have been working with libraries nationally and internationally to implement these processes. Our results have been recognized by library staff who embrace the concepts and implement the disciplines of Peter Senge's Learning Organizations. We all share the value of life long learning, and these processes put us to the test. Together, we will examine innovative ideas and support each other's efforts to enhance creativity in our libraries.

In this experiential pre-conference, we will:
- Explore the concepts of Leading from Any Position; to take initiative and garner influence regardless of organizational authority
- Practice practical applications of Senge's five disciplines
- Apply the disciplines to each participant's unique situation
- Plan strategies for using the concepts to create a collaborative culture
- Experience the fun of creating together, treating ambiguity as an opportunity for group innovation

Examples of Activities:
- Explore ways of enhancing the use of staff, integrating their interests and skills with organizational and community needs
- Identify a process for aligning individual efforts to organizational goals
- Discover the mental paradigms that help or hinder our work discussions
- Use data rather than opinion to study our processes, support our ideas, and put ideas quickly into inventive action
- Pose the right questions to move analysis into action, and to make meetings more exciting and productive
- Take a broader systems approach to include the right people in decisions
- Practice a creative group problem solving process to give all ideas a fair hearing, treating ambiguity as an opportunity for group innovation

	PROPOSED AGENDA
9:00 AM	**Creating a Learning Library** ▪ Influencing Library Internal Effectiveness and External Responsiveness through personal initiative ▪ The Five Disciplines described
	1. Personal Mastery • Integrate personal talents, organizational interests, and community needs • Discover your own developmental path • Generate a developmental path with your staff • Create an action plan to operationalize Personal Mastery
	2. Shared Vision • Identify the importance of vision • Identify community needs - Future Search Conference • Compare notes about how to clarify vision, create a shared vision, and use the vision for making daily decisions • Create an action plan to operationalize a Shared Vision
NOON	LUNCH
1:00 PM	**3. Mental Models** • Brainstorm mental models – helpful & hindering • Identify what mental models you want to promote & why • Create an action plan to operationalize Mental Models
	4. Team Learning – action research • Use real work to build teams – What needs to be examined? • Analyze work processes with flow charts • Facilitate meetings from any position, by asking questions and making suggestions • Create an action plan to operationalize Team Learning
	5. Systems Thinking • Build a broader context in your thinking and actions - considering politics, staff concerns, library goals, and issues of the community • Always think about "what's in it for them?" • Create a culture of innovation by treating ideas with respect • From other four disciplines, what impact might your actions have for your library? What are your first steps?