Managing the Talent

“The signs of outstanding leadership appear primarily among the followers.

• Are the followers reaching their potential?
• Are they learning?
• Serving?
• Do they achieve the required results?
• Do they change with grace?
• Manage conflict?”

Max De Pree, “Leadership is an Art”
Learning Outcomes

- Understanding of the key skills of effective library workers
- Tips for identifying the skills during the interview
- The importance and some approaches for onboarding new staff
- How to diagnose and coach underperforming staff
- How to have a respectful but firm talk about a problem
Why staff matter
Why staff matter

Talent Spotting
Why staff matter

Talent Spotting

Finding the Fit
Why staff matter

Talent Spotting

Finding the Fit

Onboarding
Why staff matter

Talent Spotting

Finding the Fit

Onboarding

Growing Talent
Why staff matter

Moving Them Along

Talent Spotting

Growing Talent

Finding the Fit

Onboarding
Moving Them Along

- In 25 words or less....

- The script:
  - We need someone who....
  - Right now that’s not you.
  - I want you to think about this until <date>, then tell me what you’ve decided.
Why staff matter

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Moving Them Along
Growing Talent

Abilities

Engagement

Aspiration

“Engaged Dreamer”

“Disengaged Star”

Abilities

Engagement

Aspiration

“Misaligned Star”

Abilities

Engagement

Aspiration

Growing Talent

Abilities

Engagement

Aspiration
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Moving Them Along

Onboarding
Onboarding

- Culture
- Customer Service
- Library Organization
- Communications
- Training (building, software, etc.)
Why staff matter

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Finding the Fit
Finding the Fit

Your methods for assessing candidates?

- Screening
- Behavioral Interview
  - Communication behavior
  - Demonstration of skills (scenarios, projects, presentations, tests, etc.)
## Communication Behavior

<table>
<thead>
<tr>
<th>Voice</th>
<th>Non-verbal</th>
<th>Process Management</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loudness, articulation, pitch,</td>
<td>Eye contact, posture,</td>
<td>First to speak, last to speak,</td>
<td>Overview, detail, story,</td>
</tr>
<tr>
<td>rate, laughter, warmth</td>
<td>fidgeting/ stillness, nodding,</td>
<td>“are we done?” summary,</td>
<td>meaning, creativity</td>
</tr>
<tr>
<td></td>
<td>smiling, touching</td>
<td>humor, questioning,</td>
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<td></td>
<td></td>
<td>compliments</td>
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</tbody>
</table>
Demonstration of Skills

What have you used?
Why staff matter

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Onboarding

Moving Them Along
Talent Spotting & Recruitment

- Know what you need (based on organizational goals & talent gaps)
- Keep looking
- Ongoing spotting
- Diverse workforce that represents population you serve
Using chat…

What UNIVERSAL characteristics are you seeking in staff?
Some universals

- curious
- adaptive
- friendly
- show initiative
- respectful
- optimistic

- enthusiastic about learning
- works well with others / collaborative
- service-oriented
Why staff matter

Moving Them Along

Talent Spotting

Growing Talent

Finding the Fit

Onboarding
Staff - Face & Brand of Library

- 20 seconds saves 20 yrs of anguish
- Know what you need, always looking
- Grow abilities, Manage engagement, aspirations
- Develop a hiring process to determine fit
- Systematic orientation to culture and work
Questions?