Executive Director
Priorities &
Competencies

Board of Trustees Succession Planning Project

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12/31/2013
NOTE TO BOARD OF TRUSTEES IN PREPARATION
FOR JAN. 8, 2014 MEETING

The attached document summarizes proposed Future Priorities and Executive Director Competencies for the Succession Planning Project initiated by the Board of Trustees in July, 2013.

*Future Priorities* were developed after completing 1) individual interviews with Board of Trustees members and Community leaders, and 2) a group process with Administrative Team (AT) and Customer Experience (CET) managers. In addition, participants were asked to provide additions, deletions, and / or edits to a proposed list of Priorities in the most recent phone interviews. The Future Priorities document (see page 2) incorporates all of this feedback.

*Executive Director Competencies* were collated after gathering and integrating individual input from Board members and AT / CET managers. Participants were asked to identify 5 – 7 key competencies from a list of 18 possibilities. The attached list of 11 Competencies incorporates all of the feedback I received; at least half of the respondents identified these 11 competencies as key. In all cases, I have re-written the competencies and key actions to reflect executive as opposed to managerial responsibilities. In addition, the feedback suggested that some of the competencies could be combined or integrated; I have done this where appropriate.

Please review the attached information. When we meet on January 8\textsuperscript{th} I would like to:

1. Gather any final edits you have about the Future Priorities document (page 2). Feedback from respondents suggested that the Priorities should *not* be listed in any priority order. I would like to get your agreement on this and adopt the list of proposed Priorities.

2. Gather your input on the proposed Executive Competencies (pages 3 – 14). Specifically,
   a. Does the proposed list of competencies appropriately capture how a successful Director would execute this role and the Priorities?
   b. Might it be useful to identify “core” competencies from the list of 11 competencies? These “core” competencies would be bare minimum criteria we would utilize to screen the initial list of candidates. The remaining “distinguishing” competencies would be utilized to differentiate final candidates from one another.
EXECUTIVE DIRECTOR: PROPOSED FUTURE PRIORITIES

(Not listed in priority order)

- Create collaborative relationships and partnerships with local, county, & state governments as well as community groups & organizations in order to integrate and leverage public resources for the delivery of Library service to the community.

- Build organic support amongst individual library customers, communities, partners, and potential customers / partners so that, when it is time to raise funds / support, PCLS’s value and relevance is self-evident.

- Develop and undertake capital improvement / expansion strategies that 1) utilize available resources and 2) position the Library to best serve the tax payers, well into the future.

- Execute the necessary budgetary discipline to promote operational and capital improvement / expansion strategies.

- Continually solicit, assess, and appropriately respond to customer and community feedback regarding needs for Library service.

- Undertake the necessary and relevant technological and operational innovations to meet the diverse and growing customer and community needs for Library service.

- Develop and undertake organizational innovations that develop the staff’s technological competence and foster a flexible, innovative, team-oriented, and internal / external customer focused culture.

- Maintain the continuity and deepen the effectiveness of the senior leadership team as well as cross-functional internal customer / supplier teams.

- Develop leadership talent and bench strength throughout the organization to meet technological and fiscal challenges as well as evolve the organization’s customer focused coaching culture.
# Proposed Executive Competencies

<table>
<thead>
<tr>
<th>Interpersonal</th>
<th>Leadership</th>
<th>Business / Management</th>
<th>Personal Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Partnerships</td>
<td>Building Successful Teams</td>
<td>Business Acumen</td>
<td>Leadership Disposition</td>
</tr>
<tr>
<td>Building Trust</td>
<td>Developing Others</td>
<td>Customer Focus</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Facilitating Change</td>
<td>Strategic Decision Making</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leading Through Vision &amp; Values</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*The following Executive Competencies are listed in alphabetical order.*

*The order does not imply any degree of priority or importance.*
Building Partnerships

Proactively identifying opportunities and taking action to build strategic relationships between the organization and other organizational entities and stakeholders; creates an environment in which teams, departments, or external organizations collaborate to achieve short and long-term business goals.

Key Actions

- **Identifies partnership needs**—Analyzes the organization to identify key relationships that should be initiated or improved to further the attainment of strategic goals.

- **Builds trust**—Interacts with others in a way that gives them confidence in one’s intentions and those of the organization; ensures that others in the organization engage with partners and potential partners in the same way.

- **Explores partnership opportunities**—Exchanges information with potential partners to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so needs in both areas can be met; facilitates the development of this skill in key leaders.

- **Formulates action plans**—Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner’s responsibilities and needed support; facilitates, through others, the development of partnership opportunities and action plans.

- **Subordinates organization’s goals**—Anticipates effects of organization’s actions and decisions on partners; influences others to support partnership objectives.

- **Monitors partnerships**—Implements effective means for monitoring and evaluating the partnership process, the health of the relationships, and the attainment of mutual goals.
Building Successful Teams

Using appropriate methods and a flexible interpersonal style to help build cohesive teams and internal customer-supplier partnerships; facilitating the collaborative completion of organizational goals; intentionally creating a positive, team-oriented culture.

Key Actions

- **Develops executive leadership**—Facilitates the development of structures and processes to build an effective executive leadership team; facilitates relationship-building among executive team membership to ensure well-functioning internal customer-supplier partnerships; monitors and maintains the health and effectiveness of the executive leadership team.

- **Develops direction**—Ensures that the purpose and importance of all teams are clarified (e.g., teams have a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.

- **Develops structure**—Helps to clarify roles and responsibilities of executive team members; helps ensure that necessary steering, review, accountability, and support functions are in place for all teams.

- **Facilitates goal accomplishment**—Makes procedural or process suggestions for achieving executive team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments; provides and / or ensures that necessary feedback and reinforcement are provided to team members.

- **Involves others**—Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.

- **Informs others on team**—Shares important or relevant information with the executive team; ensures relevant communication is shared throughout the organization.

- **Models commitment**—Adheres to the executive team’s expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

- **Models and reinforces teamwork**—Ensures that leaders throughout the organization facilitate and model teamwork and collaboration via successful customer-supplier partnerships, effective project / cross-functional teams, and cohesive departmental teams.
**Building Trust**

*Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.*

**Key Actions**

- **Operates with integrity**—Demonstrates honesty; keeps personal commitments; behaves in a consistent manner; demonstrates alignment between one’s intent and behaviors.

- **Upholds organizational integrity**—Ensures that the organization keeps its commitments to internal as well as external stakeholders.

- **Discloses own positions**—Shares thoughts, feelings, and rationale so that others understand personal positions.

- **Remains open to ideas**—Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.

- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

- **Supports others**—Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.
Business Acumen

Using economic, financial, market, and industry data to understand and improve business results; using one’s understanding of major business functions, industry trends, politics/legislative systems, and own organization’s position to contribute to effective business strategies and tactics.

Key Actions

- **Analyzes**—Uses economic, financial, market, and industry data to assess current business strategies and tactics or to evaluate specific business opportunities; identifies trends and anticipates their impact.

- **Integrates**—Integrates economic, financial, market, and industry data from multiple sources to identify critical business issues; articulates the implications of business trends for the broader organization.

- **Understands business functions**—Understands the nature and interdependencies of business functions and supporting processes (marketing, finance, operations, information technology, etc.).

- **Understands the industry**—Understands the industry in which the organization operates (trends, customers, competition, market share, etc.).

- **Leverages one’s understanding**—Uses understanding of business, industry, political/legislative systems, social/demographic, and own organization’s performance and position to maximize results, limit risk, and effectively direct the organization.

- **Demonstrates political savvy**—Identifies and maintains a constant awareness of the external environment, gathering information on public, political, legislative, and social trends and underlying issues that shape the strategy of the organization; understands the impact of external politics on the work of the organization and recognizes the impact of alternative courses of action; is politically adroit in addressing, informing, and negotiating buy-in from all key stakeholders; builds consensus and gains the cooperation of partners and potential partners.
Communication

Clearly conveying the organizational vision, information, and ideas to internal and external individuals and groups, through a variety of media, in a manner that engages the audience and helps them understand and retain the message.

Key Actions

- **Organizes the communication**—Clarifies purpose, intent, context, and importance; highlights major points; follows a logical sequence.

- **Maintains audience attention**—Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.

- **Adjusts to the audience**—Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.

- **Ensures understanding**—Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.

- **Adheres to accepted conventions**—Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.

- **Listens to and comprehends communication from others**—Listens carefully, providing others full attention; attends to verbal and non-verbal messages from others; correctly interprets messages and responds appropriately.
Customer Focus

Ensuring that the customer perspective is a driving force behind business decisions and activities; promoting customer service as a value; taking responsibility for the organization achieving customer satisfaction and loyalty; ensuring implementation of service practices that meet customers’ and own organization’s needs.

Key Actions

- **Seeks to understand customer**—Ensures that the organization actively and continually seeks data and information to understand customer circumstances, problems, expectations, and needs.

- **Facilitates resolution of customer service issues**—Ensures organization identifies breakdowns in internal processes and systems that directly impact customer service and retention; constructively expresses customer-related values to others.

- **Ensures creation of customer-focused practices**—Models commitment to customer service; inspires others to institute systems, processes, and procedures that ensure customer satisfaction and prevent service issues from occurring.

- **Promotes internal customer-supplier partnerships**—Ensures internal customer-supplier partnerships are developed to resolve external customer issues and improve ongoing customer service.

- **Assures customer satisfaction**—Promotes a culture in which customer-focused solutions, practices, and procedures are carried out and achieve their objectives.
Developing Others

Planning and supporting the development of individuals’ skills and abilities so that they can fulfill current or future job / role responsibilities more effectively; actively build leadership bench strength throughout the organization; developing a coaching culture.

Key Actions

- **Ensures collaborative establishment of development goals**—Works with leaders direct reports to identify areas for development, understand needs for improvement, and set specific development goals with their employees.

- **Ensures collaborative establishment of development plans**—Works with direct reports to identify options for meeting development goals; explores environmental supports and barriers to development; jointly determines appropriate developmental activities for their employees.

- **Collaboratively establishes development goals and plans**—Works with direct reports to identify areas for development and improvement; set specific development goals; and implement development plans.

- **Builds confidence in success**—Communicates high expectations for others’ performance and confidence in their ability to excel.

- **Creates a learning environment**—Secures resources required to support employee development efforts; ensures that opportunities for development are available; offers assistance to help individuals overcome obstacles to learning; promotes a culture that fosters risk-taking and learning.

- **Creates a coaching culture**—Models effective expectation-setting, coaching, and feedback delivery to help others strengthen specific knowledge / ability / skill areas and successfully fulfill job expectations; ensure managers implement coaching strategies that manage individual performance as well as develop potential; ensure real-time feedback and guidance are provided to all employees; demonstrate the willingness to ask for, internalize, acknowledge, and act on others’ feedback.

- **Monitors progress**—Ensures that all managers 1) provide individuals timely and specific feedback on their performance related to established goals, 2) highlight key positive and negative performance issues, 3) reinforce efforts and progress, and 4) adjust coaching and plans to ensure development of all employees.
Facilitating Change

Creating a climate of customer-focused innovation; encouraging others to seek opportunities for novel and innovative approaches to addressing problems / opportunities and achieving the organization’s vision; facilitating the implementation and acceptance of relevant change within the workplace.

Key Actions

- **Encourages boundary breaking**—Encourages employees and external stakeholders to question established assumptions and work processes; challenges employees to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.

- **Catalyzes paradigm-challenging**—Encourages others to identify implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems.

- **Creates a culture that rewards meaningful change**—Recognizes and rewards employees who make useful changes; encourages direct reports to do the same.

- **Manages complexity and contradictions**—Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

- **Facilitates addressing of change resistance**—Helps individuals and supports other leaders in helping others overcome resistance to change; shows empathy with people who feel loss as a result of change.

- **Leverages diverse resources**—Inspires others to draw upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.

- **Thinks expansively**—Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; encourages others to brainstorm multiple approaches / solutions.
Leadership Disposition

Demonstrating the traits, inclinations, and dispositions that characterize successful leadership; exhibiting behavior styles that meet the demands of the executive role.

Key Actions

- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

- **Demonstrates effective self-management**—Remains consistently aware of one’s emotional state and reactivity; takes responsibility for one's own behavior and well-being.

- **Engages people**—Attends to the needs and feelings of others to develop effective working relationships with direct reports and others; relates easily to people; inspires and works well with others.

- **Drives toward success**—Possesses an energetic and tenacious achievement orientation; proactively seeks business opportunities and drives to achieve exceptional results; takes action for a recognized benefit despite uncertain outcomes; ensures the development of challenging goals and measurement of progress toward goals; promotes celebration of organizational successes.

- **Sustains positive outlook**—Approaches challenges with visible assuredness; remains realistically optimistic when pursuing work objectives; acknowledges ambiguities while confidently addressing barriers and limitations.

- **Shows discipline**—Takes a structured approach to managing self and others; maintains high work and ethical standards; keeps commitments; effectively delegates and monitors progress.

- **Inspires confidence**— Exhibits leadership qualities that elicit the trust of subordinates; demonstrates emotional maturity by transcending personal needs / desires and doing what’s best for the organization and customer; exudes an authentic presence.

- **Learning agility**—Rapidly learns and applies new job-related information; demonstrates a continuous learning orientation; demonstrates the willingness to ask for, internalize, acknowledge, and act on others’ feedback.

- **Stays focused**—Remains self-disciplined; measures own and others’ progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.

- **Models leadership**—Consistently models behaviors that one desires others to display; “walks the talk.”
Leading Through Vision and Values

Keeping the organization’s vision and values at the forefront of decision-making and action; intentionally building the organization's culture as a vehicle to achieve its vision and values.

Key Actions

- **Communicates the importance of the vision and values**—Helps others understand and internalize the importance of the organization’s vision and values; facilitates the process of translating the vision and values and making them relevant to employees at all levels of the organization.

- **Inspires trust and confidence in vision**—Uses interpersonal styles and methods that inspire and guide individuals toward higher level of performance; uses appropriate words and actions to help others envision and move toward higher levels of performance; stimulates enthusiasm for potential accomplishments.

- **Catalyzes others to take action**—Ensures that the vision and values are translated into day-to-day activities and behaviors for employees at all levels of the organization; guides and motivates others to take actions that support the vision and values.

- **Models the vision and values**—Exudes enthusiasm and passion for the organization’s vision and values; takes actions, makes decisions, and shapes organizations’ priorities to reflect the vision and values.

- **Rewards living the vision and values**—Recognizes and rewards employees whose actions support the organization’s vision and values; promotes others in the organization to do the same.

- **Shows willingness to act**—Sets an example of determination and effort by promptly addressing problems or issues; does not allow problems or issues to become worse through neglect; holds self and others accountable for achieving results that support the vision and values.

- **Supports the organization**—Demonstrates and communicates passion for the organization’s decisions and direction; builds support for and identification with the organization’s mission.
Strategic Decision Making

Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.

Key Actions

- **Gathers information**—Identifies and fills gaps in information required to understand strategic issues; facilitates use of this approach with executive team.
- **Organizes information**—Organizes information and data to identify / explain major trends, problems, and causes; compares and combines information to identify underlying issues; promotes similar use of root cause analysis throughout organization.
- **Evaluates / Selects strategies**—Generates and considers options for actions to achieve a long-range goal or vision; develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in; with the executive team, selects well-informed strategies most likely to succeed.
- **Establishes implementation plans**—Ensures executive team identifies the key tasks and resources needed to achieve organizational objectives.
- **Executes plans**—Makes sure strategies are effectively communicated and carried out; ensures that results are monitored and that adjustments are made as needed.
- **Targets opportunities**—Promotes the systematic evaluation of business opportunities, targeting those with the greatest potential for best meeting customer needs and producing positive business results.