Looking Beyond the Horizon:

Founding an executive leadership program for library managers in Australasia
The Vision

- Move focus beyond middle management
- Create process to develop next generation library leaders
- Provide scope for high level experiential learning
- Offer something unique
Timeline


Aurora  Magellan  CAVAL + ARL + Lyrasis  Business Plan  Research/scoping  Program Development First residential  Second residential/review
Development team

- Annie Talvé & Monica Redden – make stuff happen
- Richard Sayers – CAVAL
- Advice from:
  - CAVAL Board / CEO
  - Advisory Group
  - 7 library leaders
  - 4 Industry Leaders
Design thinking

- Freedom within the Frame
- A rough guide
- Evidence gathering
complex
CE

complicated
C--------E
Analysis precedes solution

chaos
C+E
Unable to perceive any relationship between c/e

simple
C=E
Standard operating procedures
Predictable cause/effect

c/e intertwined, outcomes make sense in hindsight

Cynefin Framework: Dave Snowden
taking stock: ME

making sense of complexity

coming to one's senses

mapping the future

the spider's web

being a LEADER

sitting in the fire
Design strengths and flaws

• Worked
• Didn’t hit the mark
• Big surprise
The Reality

- Created sense of ‘executive environment’
  - Uncertain
  - Ambiguous
  - Unpredictable

- Mixed feedback
  - Provocative
  - Unsettling
Leaders not widgets

- Program cannot ‘produce’ leaders
- Leaders must have will and ability (Krause 1997)
- Program – challenge and stimulate
- Proto-executives – question and act
Outcomes

• 12 alumni – Australia and NZ
• 90% – less fear of top jobs
• 100% – more confident applying for top jobs
• 66% – applied for more senior positions
• 50% – achieved more senior positions
• A valuable contribution!
Impact of Horizon

- Confident now
- Confident future
- Have applied
- More scope
- New position
- Stepping up
- Network

- Disagree
- Neutral
- Agree
- Strongly agree

n=12
“I would never have organised anything like this and that was its advantage - I was surprised at every session.”

“I valued the time to reflect on my own leadership style & interested in others. I gained confidence in my own ability. I think the most important thing I walk away with is to be myself. There is much to be said about authentic leadership.”
Cynefin Framework: Dave Snowden

- **Simple (C=E)**
  - Standard operating procedures
  - Predictable cause/effect

- **Chaos (C+E)**
  - Unable to perceive any relationship between C/E

- **Complex (CE)**
  - C/E intertwined, outcomes make sense in hindsight
  - Analysis precedes solution

- **Complicated (C-------E)**
  - C/E intertwined, outcomes make sense in hindsight

*Cynefin Framework: Dave Snowden*
“Leaders know well that experimentation, innovation, and change all involve risk and failure, but they proceed anyway.”
