

Not Just Surviving But Thriving: The Common Ground and Different Work Approaches of Librarians

Presented by Bob Cullen,
The American Association of State Highway
and Transportation Officials
June 8, 2023

Today's Presentation

- ❑ An outline of various working styles and the categories for each that are part of the Michigan Model of Leadership developed at the University of Michigan.
- ❑ Summaries of the results from a self-assessment that brings into play those categories.
- ❑ An open discussion on those results.
- ❑ A “grand unified theory” that will try to bring together the significance of those results and insights from our related discussion.

Michigan Model of Leadership

RED

BUILDING STRATEGIC STRUCTURES (Integrity)

- A commitment to routines and disciplines.
- The achievement of accountability, efficiency, and reliability in processes.

Michigan Model of Leadership

BLUE

DRIVING ROBUST RESULTS (Determination)

- Performing under pressure.
- Delivering short-term results.

Michigan Model of Leadership YELLOW

FOSTERING A COLLABORATIVE COMMUNITY (Empathy)

- Developing a support network
- Building relationships

Michigan Model of Leadership GREEN

ENABLING CREATIVE CHANGE (Courage)

- Anticipating and envisioning the future
- Embracing new opportunities

Self-Assessment Results

(21 out of 22)

Color	Number of Respondents	Percentage
GREEN	7	33%
RED	6	29%
YELLOW	4	19%
BLUE	4	19%

Self-Assessment Results

(22 out of 22)

Color	Number of Respondents	Percentage
GREEN	7	32%
RED	6	27%
YELLOW	4	18%
BLUE	4	18%
CHARTREUSE	1	5%

- Adaptability!
- A shared knowledge base that is both wide and deep.
- A strong, sustained system of mutual support.

- Adaptability!
- A shared knowledge base that is both wide and deep.
- A strong, sustained system of mutual support.
- The reassuring reality that we are not monolithic. We instead collectively enjoy a healthy and effective cross-section of skills, talents, and work styles.

“If you just figure out some way to turn that ‘me’ into ‘us’ . . . The sky’s the limit for you.” – TED LASSO

