

Management and Leadership

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Why should somebody would like to have you as a leader?

- Ideas
- Optimism
- Adventure
- Activity
- Apply to changes
- Trust
- Tolerancevor Variants

How to handle conflicts?

- New manager from outside - neutral position towards east and west
- Clear decisions – a compromise hides problems
- Agree to carry out decisions, no need to agree in detail

Leadership

- On different levels
- One person responsibility, but depends on a team
- But how to implement swarm intelligence?
- One person's decision, if there is a struggle

- no interference when searching for solutions

Process Owner

- Choose one person of the staff to solve a problem
- Support from the management
- One person from the leadership to help in the process
- Analyse, discuss, give ideas, change

How to make decisions?

- Think first (plan) : reliable facts, clear structure
- See first (vision) : multiple elements, creative solution, need of agreement and communication
- Act first (action): new and unclear situation, complex pressure, simple rules

Reports

- 8 departments
- Quarterly report of one page only
- 4 - 5 elements show the development of the department
- 3 Mill : 30.000 = 100
- 2,7 : 30.000 = 90
- 3,3 : 30.000 = 110
- 3 Mill : 33.000 = 99
- 3 Mill : 21.000 = 142

Staff agreement to change

Reality of staff agreement

No rush -

- give time fo change!
-and time for sorrow.....
 - » but not too long

Listen

- Listen to the staff
- Listen to the board / government
- Listen to the customer

Listen to the customer

- Meeting 5 customers and 5 staff-members
- Rules of the meeting
- Ideas
- Realisation
- Improvement

Changes

- New culture of meetings
- Change of attitude between staff members
- The Vision: a new building at the Schlossplatz

Meetings

- Each level, each week
- One long (less than two hours)
- Three short (no more than three quarters)
- Management level:
- Agenda made by the middle management, what they want to discuss and when they need decisions of the leading group

Agenda

Change of attitude

- from unrespectful to respectful
- talk, talk, talk,
- Coaching

Marketing a new library

- Marketing outside
- Impact inside (staff)
- and outside (press, radio, television)

From vision to reality

- Plan the new library with your staff:
- How should it look like?
- What should be different?

- you can start to implement 50% of these ideas at once

Management

- is changing and learning

» Thank You!