DIMENSION III:
Inclusion-centered Leadership Practices in Building Community Partnerships Module

SERVING COMMUNITIES
A Framework for Inclusion-centered Library Leadership Development

Engaging Adults in Actionable Science Programs and Services that Address Community Needs

INSTITUTE of **Museum** and **Library** SERVICES

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THEME 1
REFLECTIVE PRACTICE:
Understanding Your Actions to Building Successful Community Partnerships

"Reflective practice describes the inward activity that is performed in an outward fashion during dialogue with staff and community partners and all members that live in the community. One questions oneself, and through the process of understanding one's actions, one is able to develop a theory of actions … In this process, one can become more sensitive to one's own reasons for action, while developing the ability to understand the actions of others."

— Swanson, 2010

The Process of Reflective Practice: A Critical Tool for Inclusion-centered Leadership

Reflective practice causes someone to focus on a leadership action (e.g., how it is performed, how it is received by others, understanding your reason for that action while understanding the actions of others and finally, your intention going forward — change, no change).

Why is This Important?

Library directors have a myriad of issues that need to be addressed, activities that need to be performed, and decisions that need to be made. Often, we are not intentional. Rather, we are reactive. It can be easy to become too focused on the work within a situation.
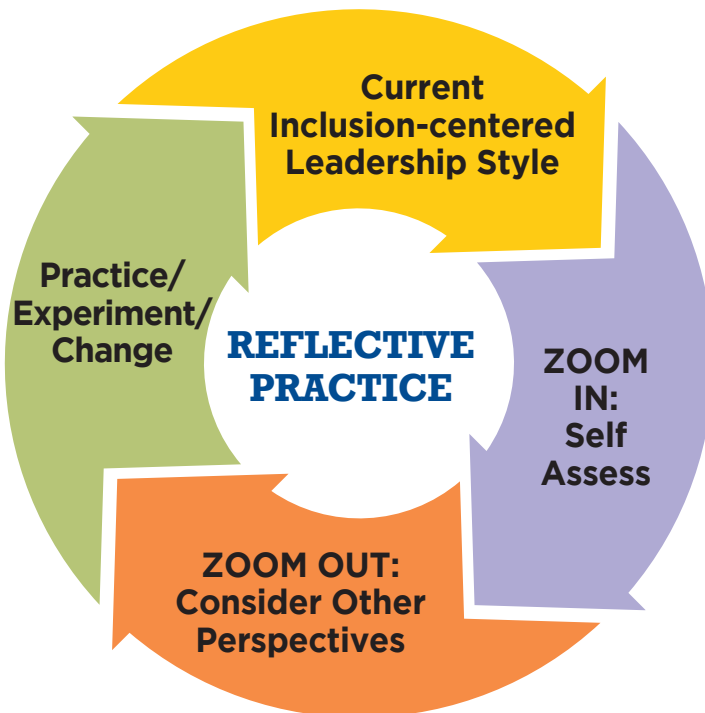
To be an inclusion-centered leader is to be intentional. To be intentional is to understand your leadership actions while understanding the actions of others. Reflective practice allows you to **Zoom In** on your leadership actions and **Zoom Out** to look at the bigger picture. Each of the *Serving Communities Framework Dimensions* align with the steps of reflective practice. In reflecting upon your *Current Inclusion-centered Leadership Style* segment, the *Dimension I — Personal Inclusion-centered Leadership Practices Module* helps you focus on self-assessing your current skills, practices, and attitudes within your operational decision-making processes. The *ZOOM IN: Self-Assess* segment, the *Dimension II — Inclusion-centered Leadership Practices in Library Organizational Culture Module*, assists you in taking a step back to reflect on the effects and impacts of your decision-making processes on your staff, the values you hold as you allocate limited resources, and the policies community members are experiencing when using your library. The *ZOOM OUT: Consider Other Perspectives* segment, the *Dimension IV — Inclusion-centered Leadership Practices in Community Member Experiences Module*, provides strategies for you to practice consideration and integration of community member perspectives in library programs, services and policies. Finally, the *Practice/Experiment/Change* segment, the *Dimension III — Inclusion-centered Leadership Practices in Building Community Partnerships Module*, helps you reflect upon the fact that your library is part of a community network and shows you how to create the process of co-developing and implementing them with partner organizations and local government agencies.

Think about your current partnerships with organizations and your government agencies. Are your partnerships transactional or transformative? Are they time and funding limited or sustainable? We all have a little voice inside our heads that reminds us of all the things we could have done differently in certain situations. Reflect on your current leadership skills, practices, and attitudes

Current Inclusion-centered Leadership Style

ZOOM IN: Self Assess

ZOOM OUT: Consider Other Perspectives

Practice/ Experiment/ Change

REFLECTIVE PRACTICE

towards your community partnership experiences, such as:
1. how might you improve them?;
2. why do you want to improve them?; and
3. can you think of one or two actions that would improve these relationships that you have already begun to develop to move them forward?

There are many reasons why community partnerships work or have not worked. Taking a step back and reflecting can help to challenge some of your assumptions, and help you see things from a new perspective. It is also critical to your inclusion-centered leadership practice that you are aware of the fact that staff, colleagues, as well as the community partners and

members you work with, are also operating and making decisions from their own assumptions. The quicker you (and everyone) are aware and can identify these diverse perspectives, the quicker you can collectively come to consensus within the co-development and implementation process.

A simple, productive, and cost-effective way for self-improvement, both personally and professionally, is to take **10 minutes** to reflect on your inclusion-centered skills, attitudes, and practices for building community partnerships to help you to think about areas that you can work on as well as what you are doing well.

Make the time because it will be worth the effort.
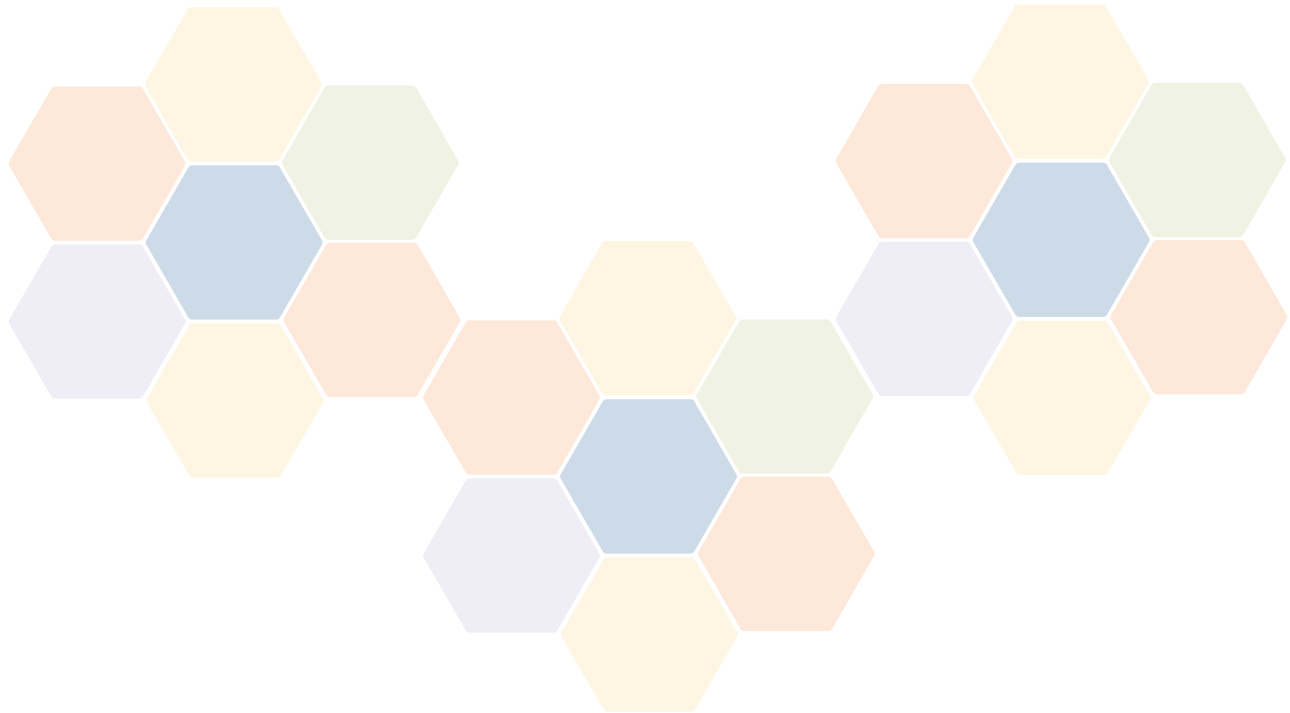
WORKSHEET 1

Benchmarking Your Inclusion-centered Leadership Practices in Building Community Partnerships

Objectives
• Become familiar with the *Serving Communities: A Framework for Library Leadership Development*
• Assess your current inclusion-centered library leadership practices, and identify desired changes
• Create a Reflective Practice routine

What You Need
• A hard copy of the *Serving Communities: A Framework for Library Leadership Development*

Time
120 minutes

Discover
Begin to familiarize yourself with the *Serving Communities Framework: Dimension III — Inclusion-centered Leadership Practices in Building Community Partnerships Module.* Download a copy of the *Serving Communities Framework* at www.cornerstonesofscience.org for a complete copy to help in this activity. In *Dimension III*, there are three core

Competencies. Each Competency is broken into three levels of *Attitudes and Practices* that a library director and a leadership team use to make decisions. The *Attitudes and Practices* of each leader will vary along this leadership spectrum in the following ways:

AWARE: Recognizes and understands ways to identify how equitable and inclusive library leadership practices are (e.g., strengths and gaps in leadership skills in library culture and services).

INTENTIONAL: Intentionally creates a deliberate plan to address gaps or strengthens in equitable services, library culture, and engagement with community partners and members.

DEMONSTRATING: Uses your leadership skills to partner with staff, community partners and members to sustain and broaden participation by diverse communities to library services and meaningful actionable science information.

As you read through these *Attitudes and Practices*, there are *Indicators*. These are descriptors to help you describe and visualize the results/outcomes of your current and aspirational inclusive-centered leadership attitudes and practices.

Across the bottom of each *Dimension*, there is a 1-9 *Proficiency Scale* of each set of *Attitudes and Practices*. These numbers capture the range of leadership confidence and abilities.

Instructions
STEP 1
Turn to page 17 of the *Serving Communities Framework* to *Dimension III — Inclusion-centered Leadership Practices in Building Community Partnerships Module*. For each of the three *Attitudes and Practices* (rows), place a circle around the number in the continuum (at the bottom of the page) that best represents your current level of inclusion-centered community partnership building skills, attitudes and practices.

STEP 2
Using a different colored pen from the one you used in Step 1, determine your aspirational inclusion-centered community partnership building skill, practice, attitude, and pathway forward by circling the one *Attitude,*

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FOCUS: The library leader's engagement and involvement with new and existing community partners in order to enhance understanding of community needs and develop library programming, services and policies that is inclusive of everyone and accessible to marginalized groups.

"We are each other's harvest; we are each other's business; we are each other's magnitude and bond." — Gwendolyn Brooks

Dimension III, Competency 1
INVESTS IN THE DEVELOPMENT OF LOCAL GOVERNMENT AND PARTNERSHIPS TO ADDRESS SCIENCE-BASED ISSUES AFFECTING MARGINALIZED GROUPS AND COMMUNITY WELL-BEING

1.	AWARE		INTENTIONAL		DEMONSTRATING	
	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators
	① **Recognizes** that relationships between you and management, local government, and other key public serving entities are essential to community well-being and library strategic goals.	• *Awareness of* current relationship status between you and management and local government. • *Awareness of* strategic areas of importance for local government regarding community well-being. • *Awareness of* need to identify commonalities and opportunities to guide collaboration around science-based community issues.	① **Partici-pates** in local government and public serving entities decisions and planning that impact community well-being and increase access.	• *Regular communication* about prioritizing racial equity and inclusion and community access. • *Identification of actionable shared values and goals* around racial equity and inclusion and community access. • *Involvement in difficult conversations* to generate solutions for improving community services, access to services, and creating safe spaces for all community members. • *Investment of resources* toward strategic goals related to improving community services, access to services, and creating safe spaces for all community members	① **Partners** with local government and other key public serving entities to impact community well-being.	• *Recognition* and funding by local government as an essential community institution with shared goals for community well-being. • *Participation in developing* local government's priorities, goals, and visions for the community. • *Investment in partnership* with local government to address issues related to community well-being.
	1 → 2	→ 3	4 →	→ 5	→ 6 → 7	→ 8 → 9

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Practice and *Indicator* that best represents where you would like to be over the next year.

STEP 3

CURRENT: Reflect on the emerging patterns. Complete the table below. Within *Dimension III*, what *Competencies* and specific *Indicators* best describe your current inclusion-centered leadership attitudes and practices? In what areas do you consider your current inclusion-centered leadership attitudes and practices not as strong?

Dimension III	Current Dimension	Current Competency
Strong Indicator		
Not as Strong an Indicator		

ASPIRATIONAL: Reflect on the emerging patterns. Complete the table below. Within *Dimension III*, what *Competencies* and specific *Indicators* do you consider as achievable? In what areas do you consider your inclusion-centered leadership attitudes and practices as difficult to achieve?

Dimension III	Aspirational Dimension	Aspirational Competency
Achievable Indicator		
Difficult to Achieve Indicator		

STEP 4

Within *Dimension III*, choose one current and one aspirational Proficiency Level that most interests you and that you believe is achievable.

STEP 5

Identify current actionable science information resources, supports and services that could be used to strengthen your community partnerships.

STEP 6

Use the worksheet on the next page to help you identify the steps that will allow you to move your inclusion-centered leadership practices and attitudes in building community partnerships to the next level.

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WORSHEET

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Dimension III:
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Directions: From the completed benchmarking tables, use this worksheet to identify the steps that will allow you to move your current inclusion-centered leadership practices and attitudes in building community partnerships to the next level.

Current Proficiency: **Aspirational Goal Proficiency:**

Describe what you learned and would like to change about your current community partnerships that could assist you with providing actionable science information resources, supports and services to diverse community member groups:

So that:
(Describe the benefit for you, your staff or organization, and community from this partnership.)

Measurable Result:
(Describe how it will be evident to others.)

Action Steps:
Identify 1-3 actions you will take over the next 6 months to reach your goal and note approximately when they will occur.
1.

2.

3.

What support will you require, and from whom?

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ACT

Action 1: Act on steps outlined on this *Inclusion-centered Leadership Practices in Building Community Partnerships Worksheet.*

Action 2: Make *Reflective Practice* a weekly 15-minute operational decision using the *Serving Communities Framework* as a guide to address one inclusion-centered leadership question, issue, or situation.

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