
DIMENSION I: Personal Inclusion-centered Leadership Practices Module



THEME 1

REFLECTIVE PRACTICE: Understanding Your Actions to Understand the Actions of Others

“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).

This graphic highlights the steps of learning about what we have done, and gives us the intentional steps of this practice.



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 your 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. We all have a little voice inside our heads which reminds us of all the things we could have done differently in certain situations. Reflecting on an experience can help to put this voice to use as we learn from what we have done and move forward.

We all make assumptions about people and situations. Taking a step back and reflecting can help to challenge some of these assumptions and see things from a new perspective. It is also critical to your inclusion-centered leadership practice that you are aware of the fact that the staff, colleagues, and the community partners and members you work with are also operating and making decisions from assumptions. The quicker you understand everyone’s actions, the quicker you can come to consensus.

Library directors are constantly striving to further develop their librarianship, skills, and competencies. Training can be expensive. A simple, productive and cost-effective way for self-improvement, both personally and professionally, is to undertake reflections to help you think about areas that you can work on as well as what you are doing well.

WORKSHEET 1

Benchmarking Your Personal Inclusion-centered Leadership Practices

Objectives

- Become familiar with the *Serving Communities: a Framework for Inclusion-centered Library Leadership Development*.
- Assess your current inclusion-centered library leadership practices. Identify desired changes
- Create a Reflective Practice routine.

What You Need

- A hard copy of the *Serving Communities Framework*
- A pen with your favorite color ink
- Find the place where you do your best thinking and reflection with no interruptions
- Be honest

Time

120 minutes

Discover

Begin to familiarize yourself with the *Serving Communities Framework*.

The *Framework* is designed to benchmark key library director and leadership attitudes and practices. Review the Dimension 1 tables on **pages 7-9**.

Familiarize yourself with each of the four Dimensions of the *Serving Communities Framework*. They include:
DIMENSION I: Personal Inclusion-centered Leadership Practices Module

DIMENSION II: Inclusion-centered Leadership Practices in Library Organizational Culture Module

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

DIMENSION IV: Inclusion-centered Leadership Practices in Community Member Experiences Module

Within each **Dimension**, there are three core **Competency Stages** that describe the level of competency and indicators that are considered essential to creating an inclusion-centered library culture and service. These are the **Attitudes and Practices** that a library director and/or leadership team uses to make decisions. Each leader has varying Attitudes and Practices. This leadership spectrum is captured in the following ways:

AWARE: Recognize and understand ways to identify how equitable and inclusive library leadership practices are currently implemented, such as strengths and gaps in leadership skills in library culture and services.

INTENTIONAL: Intentionally require a deliberate approach that addresses gaps or strengthens equitable services, library culture, and engagement with community partners and people that live in the community.

DEMONSTRATING: Use your leadership skills to model and partner with library staff, community organizations, government, and people that live in the community to create responsive programs and services that provide 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 represent the range of leadership confidence and abilities.

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<p>FOCUS: The lived experience, personal beliefs, interests, and biases that motivate and inform you, the library leader, influencing your decisions as you create and sustain library programming, services, and policies. These factors might improve or limit accessibility and inclusivity of community members depending on you and the community you serve.</p> <p><i>"Learn to be quiet enough to hear the genuine in yourself, so that you can hear it in others."</i> —Marian Wright Edelman</p> <p>Dimension I, Competency 1 VALUE DIVERSITY, EQUITY, INCLUSION, AND ACCESS</p>						
1.	AWARE		INTENTIONAL		DEMONSTRATING	
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	
<p>1. Recognize and acknowledge the effects of personal beliefs, language, and behaviors on conscious and unconscious racism and other bias in personal and library-related decisions.</p>	<ul style="list-style-type: none"> • Understand, acknowledge, and address how values, attitudes, language, and behaviors impact community and library leadership. • Demonstrate the interest and will to improve the library experience for all. • Are aware of personal feelings of discomfort, defensiveness, and/or reticence when talking about racial and other inequities, and you understand where those feelings come from. 	<p>1. Create a vision for inclusive personal leadership and management focused on building equitable services for those in underserved communities.</p>	<ul style="list-style-type: none"> • Commit to developing a personal and professional vision for inclusive leadership, demonstrating shared beliefs, understanding, and language to use for internal and external communication. • Commit to implementing a long-term personal leadership strategy to build a more inclusive culture in the library. • Regularly discuss issues tied to racism and other bias, inclusion, and equity with staff, board, friends groups, and others. 	<p>1. Leverage your personal sphere of influence in the advancement, access and co-development of culturally responsive information and services for science-based community issues.</p>	<ul style="list-style-type: none"> • Model and promote shared understanding, beliefs, and language that demonstrates respect for all community members. • Value racial, ethnic, and cultural differences within library staff and services, and demonstrate the value of diversity to the organization. • Personally leverage your sphere of influence and advance access and co-development of culturally responsive information and services to science-based community information and services. • Identify instances of how the library is not serving all people in the community equitably, and work with community members to improve library policies, programs, and services. 	
<p>1 → 2 → 3 → 4 → 5 → 6 → 7 → 8 → 9</p>						

Instructions

STEP 1

To determine current status for each DIMENSION:

For each of the three Attitudes and Practices (rows), place a circle around the number in the continuum that best represents the current level in the development of sustainable library leadership inclusive-centered practices.

STEP 2

To determine aspirations and pathways forward with each DIMENSION:

For each of the three Attitudes and Practices (rows), place a triangle around the number in the continuum that best represents the **aspirational goal** in the development of sustainable library leadership inclusive-centered practices.

CURRENT: Reflect on the emerging patterns. Within each **Dimension, Competency** and specific **Indicator**, identify your strongest inclusion-centered leadership attitudes and practices. In what areas do you consider your current inclusion-centered leadership attitudes and practices are not as strong?

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

ASPIRATIONAL: Reflect on the emerging patterns. Within each **Dimension, Competency** and specific **Indicator**, identify your weakest inclusion-centered leadership attitudes and practices. In what areas do you consider your inclusion-centered leadership attitudes and practices as unattainable?

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

Reflect

STEP 3

Choose one current and aspirational Dimension and Proficiency level that most interests you and that you believe is achievable.

STEP 4

Use the worksheet on the next page to help you identify the steps that will allow you to move a current inclusion-centered leadership practice and attitude to the next level.

WORKSHEET

Dimension I: Personal Inclusion-centered Leadership Practices Module

Current Proficiency:

Aspirational Goal Proficiency:

Describe what you learned and what you would like to change:

So that:

(Describe the benefit for you, your staff or organization, and your community.)

Measurable Result:

(Describe how your approach will change. What are the results of this change? How will these changes be evident to others in your library?)

Action Steps:

Identify 1-3 actions you will take over the next 6 months to achieve the measurable results.

1.

2.

3.

What support will you require, and from whom?

ACT

Action 1: Implement actions on the steps outlined on this *Personal Inclusion-centered Leadership Practice Development 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.