

# The Organizational Map

Leadership level:  
(Vision, risk, influence, character)  
Create change.

Change, creation, external collaboration with other decision-makers, marketing, command decisions, investment, sales. Mentors. The mission. The biggest picture. Long-range planning (more than two years out). Risk and the future. The telescope. The principles. Where are we going, and Why? The heart and brain. (Danger: Out of touch with reality and people.) *Watch out for loose cannons and elitists!*

Managerial level:  
(Communicate, coordinate, translate)  
Defend against change.

Organize people, ideas, and projects. Coaches. Supervise. “Wait a minute.” The bigger picture. The camera. Systems, rules, policies, structures. Budgets, schedules, department-level problem-solving. Resource allocation. Costs. Elicit the best from people. The goals and strategies. Meetings and committees. Focus on maintaining order. What? Voice and skeleton. (Danger: The rules become the goals.) *Watch out for bureaucrats, list-makers and micromanagers!*

Task level:  
(Professional, technical, clerical, support)  
React to change.

Details, autonomy, right in front of me. Teaches. Short time horizon. Focus on the present. The tactics. The eyes, ears, and hands. The microscope. Feedback. The reality check. Procedures. How? Interaction with customers and partners. (Danger: The only “real work”.) *Watch out for perfectionists and lurkers.*

On Becoming an Everyday Leader  
*How To Be A Better Advocate for Your Library—October 2, 2004*

Pat Wagner, Pattern Research, Inc., PO Box 9100, Denver, CO 80209-0100;  
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# Who Makes A Successful Board Member?

## I. (The Board Leader) president/committee chair/community leader

1. I have the ability to influence people in a positive manner to follow my lead.
2. I believe that almost any problem can be solved.
3. I am usually the last person in the room to run out of ideas.
4. I think about the future most of the time.

## II. (The Board Manager) treasurer/secretary

1. I am very good with numbers, and I like math and finance.
2. I like details and will spend the time to get something right.
3. I like to keep to a budget and deadlines.
4. I have good verbal and written communication skills.

## III. (The Board Technical Expert) executive/legal/technical

1. I know the technical aspects of my area of expertise inside out.
2. I know how to analyze the benefits and costs of other products/services.
3. I am willing to consider and test new ideas.
4. I understand the difference between perfection and practicality.

## IV. (The Board Salesperson) Recruitment/fundraising/community interaction

1. I can leave a meeting with a check that clears the bank.
2. I like people.
3. People perceive me as honest and likable.
4. I generally get what I want from other people without threatening or blaming.

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## Who Makes A Successful Board Member?

V. Adapted with permission from James LaRue, Douglas County Library District

1. You seek advice of the people you serve.
2. You seek the advice of the people who administer your policies.
3. You take advice and act on it.
4. You make your case in plain terms to staff and public.
5. You take complaints seriously.
6. You admit mistakes, quickly and publicly.
7. You focus on customer convenience.
8. You focus on productivity, principles, and good judgment, rather than process and policy.
9. You say hello to everybody, all the time.
10. You smile at board members, staff, and the public with good will.

VI. Tools for Public Boards - Adapted from the policies of Corning Glass

1. You behave as if your words and actions will always be reported in the media.
2. You elicit the best from everyone you meet.
3. You add to productivity and lower the cost of doing business.
4. You behave so that the people you love will be proud of you.
5. You take the high road, forget personal differences, and earn the public trust.
6. You follow the letter and the spirit of the law in word and deed.

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