

Building Credibility & Value in the Municipal Environment

Presented by:

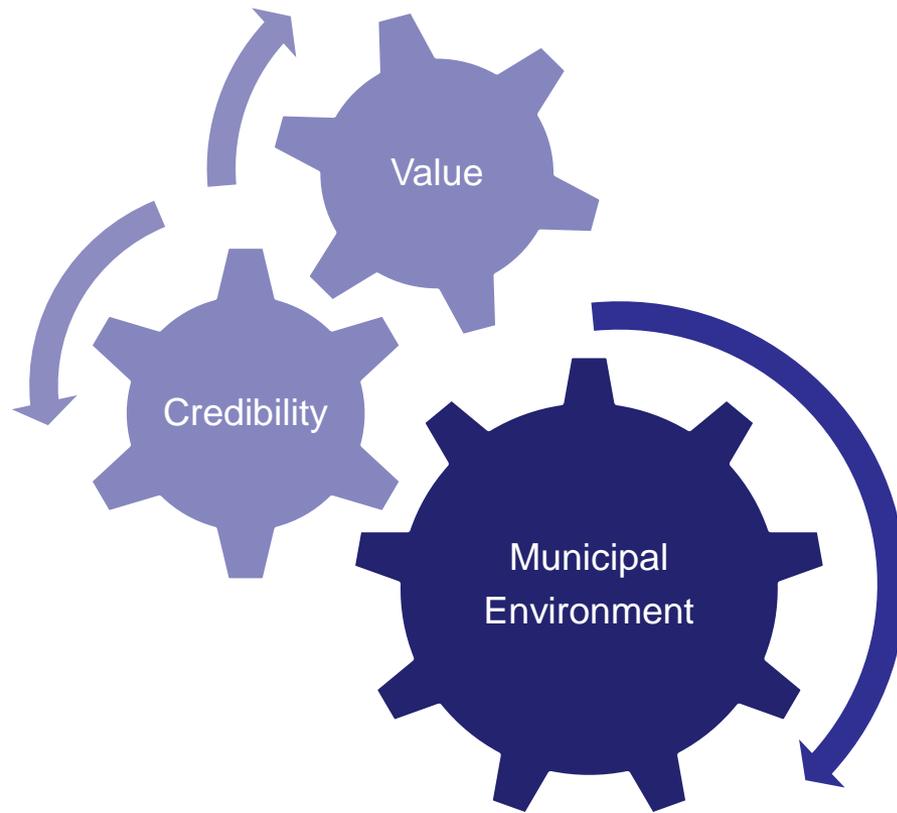
Anne Marie Madziak, SOLS

OLA Super Conference

February 2, 2012



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“Value that is not valued is not valuable.”

Rick Anderson (writing about the future of
Academic libraries)

Interviews to date (a work in progress):

1.

- Don Boyle, CAO, Haldimand County

2.

- Hugh Hanley, General Manager, Haldimand County

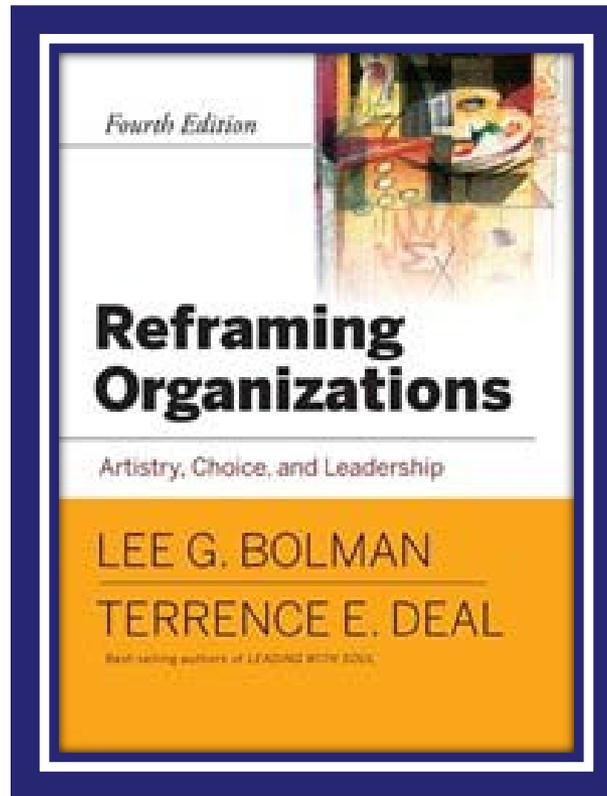
3.

- Terri Caron, CAO, New Tecumseth

4.

- J.J. Paul Whiteside, Municipal Council and Library Board, New Tecumseth





“We empower ourselves by discovering a positive way of being political. The line between positive and negative politics is a tightrope we have to walk.”

Peter Block



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Differences and scarce resources make power a key resource. Power in organizations is basically the capacity to make things happen.

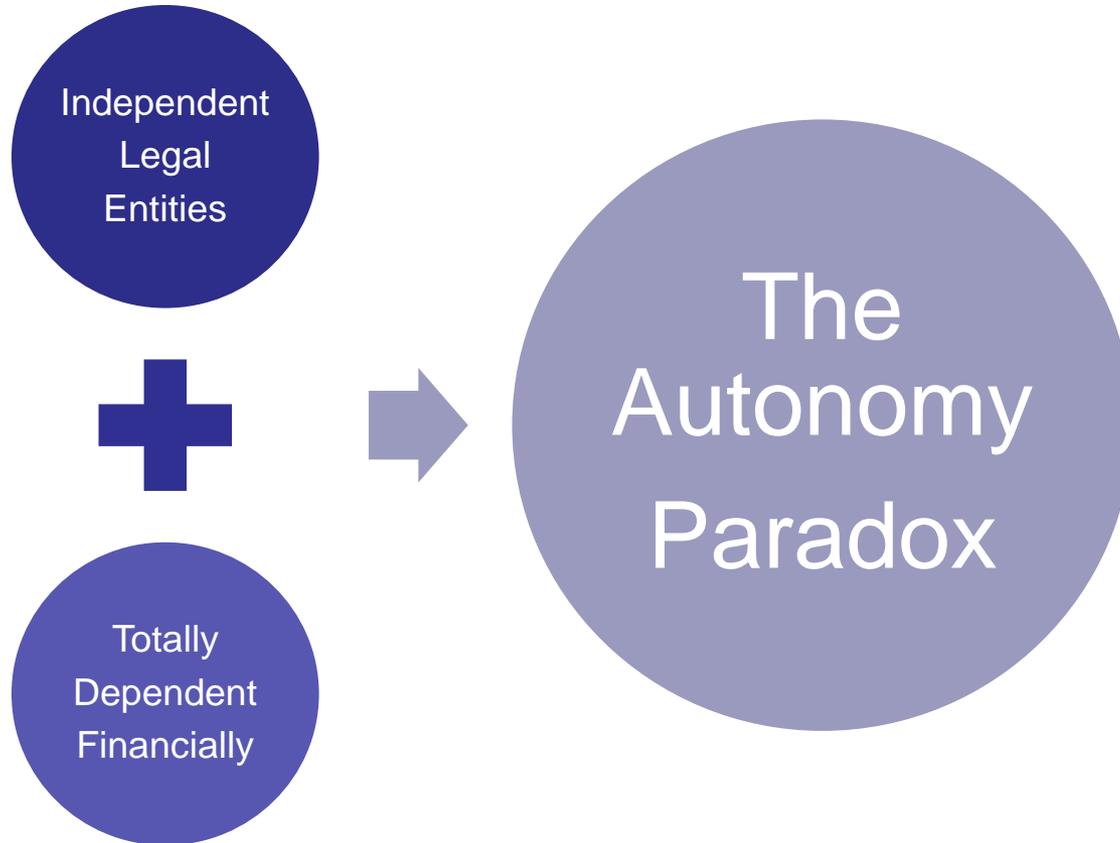


When decisions are made, the interests of those with “a seat at the table” are well represented, while the concerns of absentees are often distorted or ignored.



Power flows to those with the information and know how to solve important problems.

By legislation, library boards are:



Haldimand County Best Practices:

- Library integrated into community services and municipal structure
- Legal opinion
- Council motion
- Regular, 2-way communication
- Relationships are cultivated
- Library CEO serves on municipal committees
- Library CEO appears before Council regularly
- Library viewed as a good news story for the municipality



Resolution No. 1
Date: September 17, 2001

**THE CORPORATION OF HALDIMAND COUNTY
GENERAL COUNCIL IN COMMITTEE**

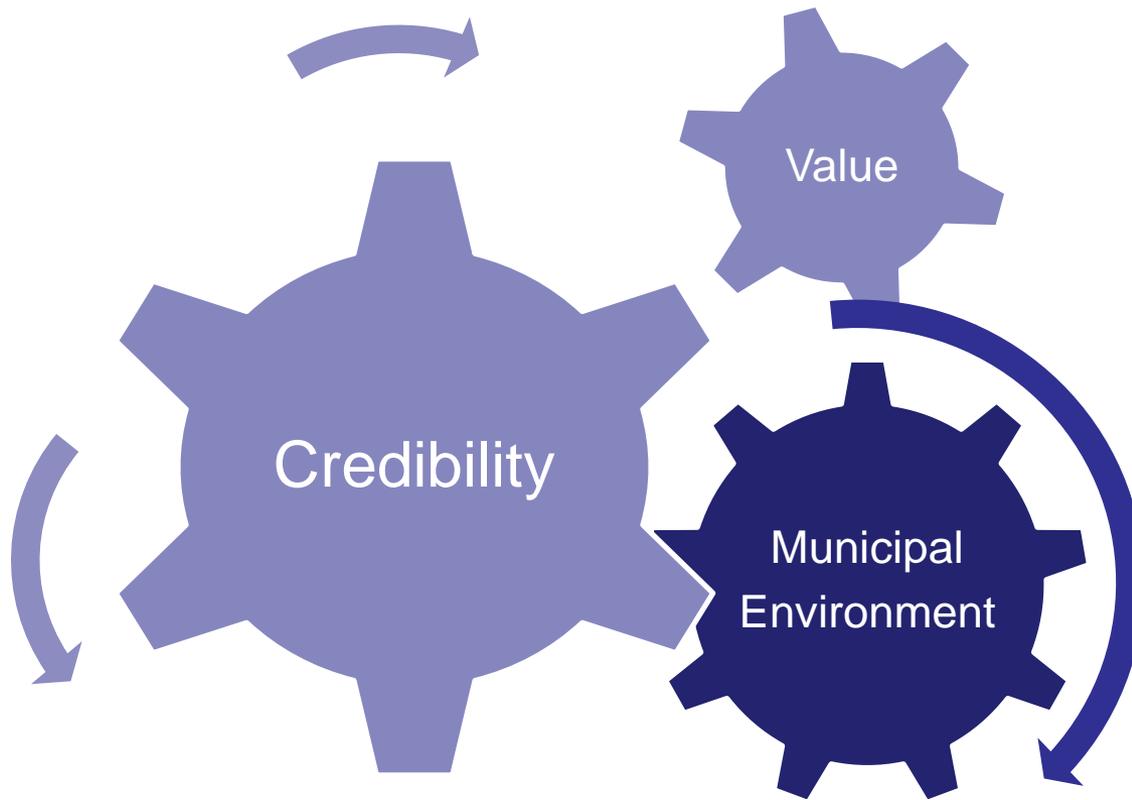
Moved By: _____

Seconded By: _____

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1. **THAT** in accordance with the Public Libraries Act of Ontario, Council confirms that the Haldimand County Library Board is responsible for management and control of the County public library system, operating autonomously from Council, where possible;
2. **AND THAT** in accordance with Section 15 of the Public Libraries Act of Ontario, Council confirms that the Haldimand County Library Board is responsible for all personnel policy issues including salary decisions and prescription of duties, within the realm of its Council approved budget;
3. **AND THAT** the Haldimand County Public Library Board continue to utilize the current services provided by the Haldimand County Corporate Services Department and any additional services that may be required to ensure taxpayers receive the most efficient municipal operations possible.





Credibility:

*The quality of being believed or trusted;
convincing*



Building credibility:

Show up and be visible!

Be a team player & contribute to the work.

Know your own power!

Cultivate relationships.

Share good news stories & express gratitude to Council



Sources of *Power*:

Position power (authority)

Control of rewards

Coercive power

Information and expertise 

Reputation 



Sources of *Power* (cont'd):

Personal power ★

Alliances and networks ★

Access and control of
agendas

Framing: control of
meaning and symbols



Municipal environment:



Necessarily
political



Community
focused



Enormous
pressures



Understanding politics:

“Politics is the realistic process of making decisions and allocating resources in a context of scarcity and divergent interests.”

Bolman & Deal



Political Assumptions:

1.

- Organizations are coalitions of assorted individuals and interest groups.

2.

- Enduring differences in values, beliefs, information, interests & perceptions of reality

3.

- Most important decisions involve allocating scarce resources – who gets what

4.

- Scarce resources and enduring differences make conflict inevitable and power crucial

5.

- Goals and decisions emerge from bargaining and negotiation among competing interests

“In a world of chronic scarcity, diversity and conflict, the nimble manager has to walk a tightrope: developing a direction, building a base of support, and cobbling together working relations with both allies and opponents.”

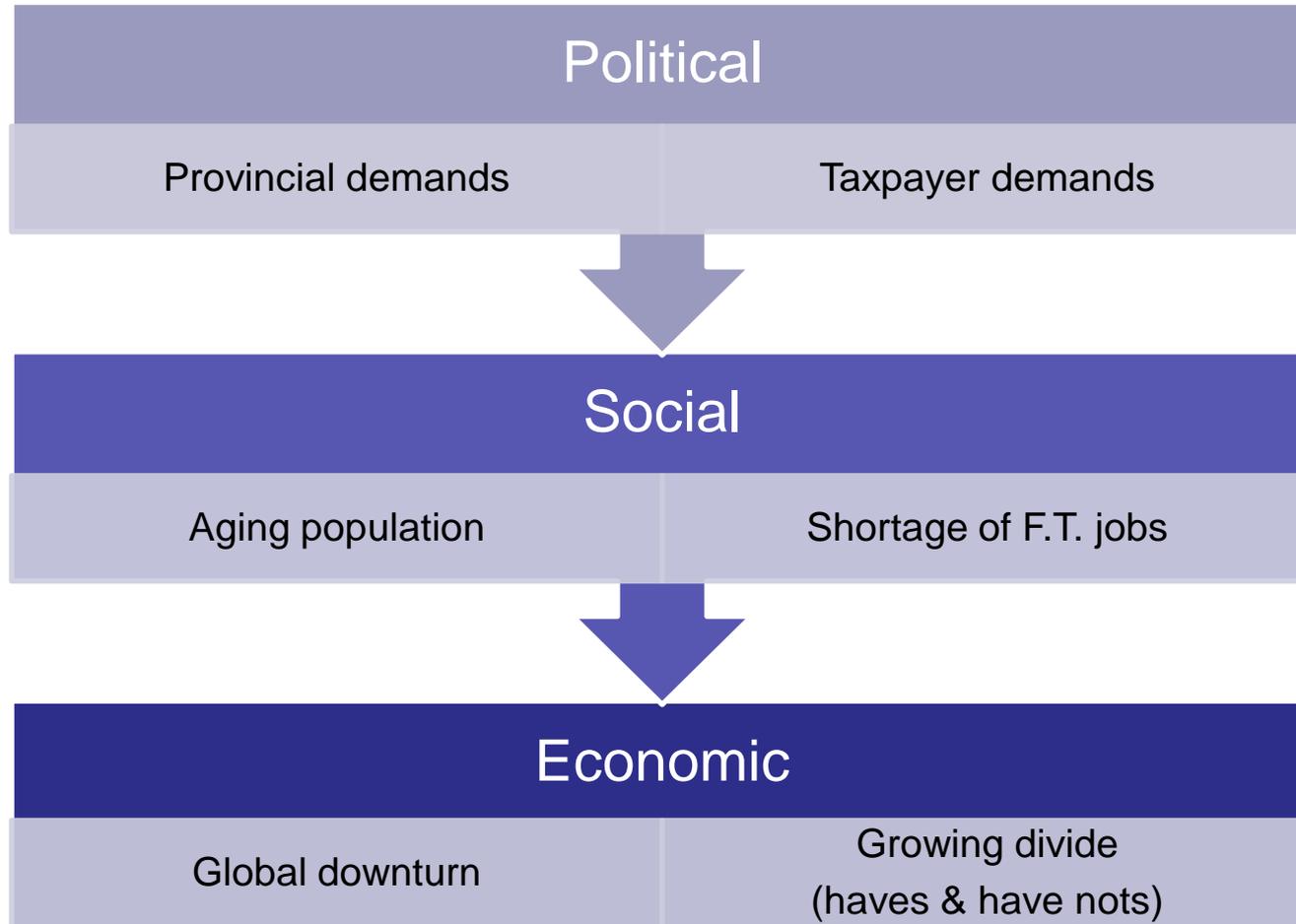
Bolman & Deal

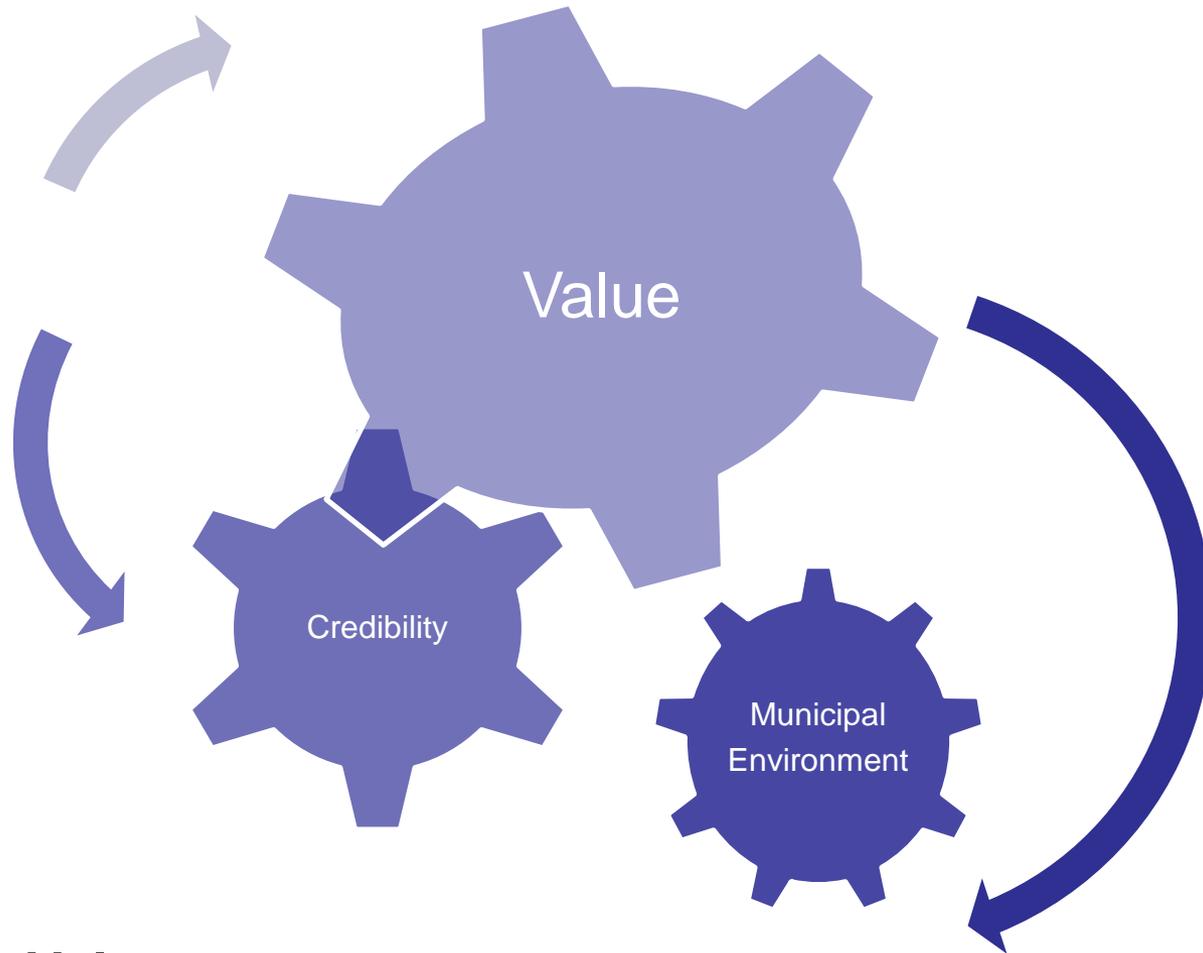


Community focused:



Enormous pressures





Value:

Relative worth, merit or importance



Building **VALUE** in the municipal environment:

Uncover the philosophy and speak the language of the municipality

Address community concerns; plug into municipal priorities

Celebrate local culture and identity; act as community hub

Connect to the community's aspirations; speak possibility

Put the numbers in context; make the library's story about the community



The last word ...

“In Haldimand County, we encourage a culture of organizational cooperation. Libraries and municipalities are natural partners. We respect the Board’s legal autonomy, but recognize that we serve the same community and have compatible objectives. Wherever possible – in formulating budgets, in developing policies, or in delivering programs – we work together to provide value-added service to our customers.”

Don Boyle, CAO, Haldimand County

