

Communication Strategies 2025 NYLA Developing Leaders Program

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Southern Tier Library System**



NYLA Developing Leaders Program

Why are we interested in this topic?



<https://justwomenssports.com/reads/dawn-staley-praises-losing-team-ncaa-tournament/>

“You have to forge that relationship with each and every player. You have to manage that, and again...I know I’m the coach. They know they’re the superstars. They know they’re the role players, so what I do is it’s just communicating. It’s frank conversations. You’ll figure out how they like to take in information because ultimately you want them to be who they are while respecting the whole sanctity of the team.”

– Dawn Staley, Championship Basketball Coach and Former Player

About Me

Professional

- ❑ LTA at Florida Atlantic University Libraries 1997 – 2001
- ❑ Library Manager at Morrisville Public Library 2003 – 2005
- ❑ Library Director at David A. Howe Public Library 2005 – 2013
- ❑ Executive Director at Southern Tier Library System 2013 to Current

Education

- ❑ B.S. in Marketing & HR Management – Florida Atlantic University
- ❑ M.S. in Library Science & Information Studies – Syracuse University
- ❑ Advanced Degree in Public Library Administration – Long Island University - Post



Activity #1: How to Inspire Others Discussion



<https://business.columbia.edu/faculty/people/adam-galinsky>

How to Inspire Others - Adam Galinsky - TEDx Columbia University
- November 15, 2023: <https://www.youtube.com/watch?v=lvZ0UWb4UsA>

Columbia Business School

Paul Calello Professor of Leadership
and Ethics
Management Division

Vice Dean for Diversity, Equity and
Inclusion
Dean's Office

Published more than 300 scientific
articles, chapters, and teaching cases in
the fields of management and social
psychology

Award winning author and speaker

Managing People through Conversation: 1-on-1 with Library Staff

“So how do we know what other people are feeling? We ask them. It’s only then that we are able to connect with the grounded confidence to engage and the courage to walk alongside. When they tell us what they’re feeling, what happened, what they fear or desire, we listen and we become trusted stewards of their stories.”

- Brene Brown, Academic and Author

The Practice of Story Stewardship - Brene Brown – BreneBrown.com – December 5, 2021: <https://brenebrown.com/articles/2021/12/05/the-practice-of-story-stewardship/>



<https://brenebrown.com>

Managing People through Conversation: 1-on-1 with Library Staff

Now Interviews: Checking in with staff on assignments, duties, projects, and life.

- Communicate desire to meet multiple days in advance
- Establish date, time, and location of meeting via email
- Inform staff it is a “check in” meeting and the intent is for you to “learn”
- Location should be neutral (conference room or private common area)
- Share agenda items you would like to discuss once meeting is established
- Afford staff the opportunity to add their agenda items too
- Prepare questions for staff member based on agenda items
- Allow staff to answer questions and provide updates freely
- Your listening 75% of the time, and only talking 25% of the time
- Take notes as needed. Identify thoughts shared that can be discussed later
- Establish homework assignments for the staff member or yourself if needed



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CHECKLISTS

Activity #2: Now Interviews

Let's Practice It!



Managing People through Conversation: 1-on-1 with Library Staff

Course Corrections: Meetings with staff members when behaviors, practices, or performances need to be improved, so staff can meet expectation and strive for success.

- Inform staff member's supervisor of need for meeting if applicable
- Communicate desire to meet with staff as soon as operations and time allow
- Include staff member's supervisor in meeting if applicable
- Location should be neutral (conference room or private common area)
- Provide written documentation
 - Specifics (date, time, who attended meeting)
 - Topic(s) of Concern
 - Opportunity for improvements
 - Pen additional notes if needed (overview of what was discussed)
- Offer positive encouragement if possible at end of meeting
- File documentation in Personnel file.



Managing People through Conversation: 1-on-1 with Library Staff

Performance Evaluations: Recurring, formal meetings with staff to discuss and document performance over a set period of time. Meetings occur quarterly, semi-annual, annual, or on anniversary date.

- Inform staff member's supervisor of need for meeting if applicable
- Communicate desire to meet with staff as soon as operations and time allow
- Include staff member's supervisor in meeting if applicable
- Location should be neutral (conference room or private common area)
- Provide written documentation
- Offer positive encouragement if possible at end of meeting
- File documentation in Personnel file.



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Managing People through Conversation: 1-on-1 with Library Staff

- **Release from Employment:** Final decision by employer to release staff from library due to failure to meet work place expectations (job description, organizational culture, or insubordination).
- Develop a strong understanding of library's Personnel Policy or Contract
- Follow library's policies/procedures relative to insubordination or failure to meet expectation clauses
- Work with staff member's supervisor to prepare for pending release
- Vet decision-making and actions with library's legal counsel
- Complete and use necessary forms (insubordination, performance improvement plans, reason for release from employment, etc.)
- Ensure all documentation has been completed leading up to final decision.



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Managing People through Conversation: 1-on-1 with Library Staff

Pre-Conversation Procedures (Prepare to secure certain accounts and privileges)

- Email Accounts
- Social Media Accounts
- Purchasing Powers
- Building Access
- Communication with Security

Post-Conversation Procedures (Communicating with Internal and External factors)

- Communication with Staff
- Communication with Trustees
- Communication with Stakeholders or Media

Facilitating the Conversation

- Who (You and one other administrator)
- Where (Shared meeting space in library)
- When (Beginning of week; beginning of shift)



Activity #: 3 Release from Employment

Let's Practice It!



Facilitating and Presenting: Speaking Before the Masses



<https://www.gq.com/story/obama-speech-midterms-youre-the-antidote>

“I think the starting point for effective speaking, for me at least, and for most people who I find persuasive is do they have a sense of who they are and what they believe... The best speakers are in a conversation with their audience.”

- Barack Obama, 44th President of the United States

Say It Well: Find Your Voice, Speak Your Mind, Inspire Any Audience-
Terry Szuplat - September 17, 2024:

<https://www.harperacademic.com/book/9780063337732/say-it-well/>

Facilitating and Presenting: Speaking Before the Masses

Guest Speaking: Speaking before members of the public, or colleagues outside of your library (library system event or conference) to talk about library-related subjects where you are considered an expert.

Content Creation

- Determine purpose of discussion (Why?), and what you want people to do afterwards
- Create outline before creating slide deck (brainstorm topics and assign time to each)
- Lead with compelling story you feel comfortable telling, or
- Lead with question that gets audience talking and participating
- Research new information and concepts to include beyond what you already know
- Research the organization/event to include elements in your presentation
- Develop activities to support your presentation
- Include audio, video, or brief reading assignment (you don't have to talk the whole time)



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Facilitating and Presenting: Speaking Before the Masses

Preparation Prior to the Event

- Complete slide deck days before presentation (study it, take notes, rehearse it in your head, read it over before you go to bed the night before event, visually memorize it in order of talking points)
- Communicate multiple times with the person hosting your speaking engagement
- Search for images of the event space, or visit prior to presentation
- Find out how many, and who might be in attendance (colleagues, classmates, friends)
- Plug address into your GPS to ensure successful arrival time from point of departure
- Visualize yourself in the space delivering remarks
- Create access to your slide deck in multiple ways (cloud, flash drive, email, etc.)



Facilitating and Presenting: Speaking Before the Masses

Helpful Tips for the Day of the Event

- Arrive as early as possible to be the first one in the room
- Get comfortable in the space. Look around at the seats. Picture them filled with people
- Figure out equipment (laptop, slide advancer, pointer)
- Play with microphone and test
- Move away and out from behind podium
- Bring your favorite beverage in a container that is familiar and comfortable to you
- Network with as many people as possible as they arrive
- Exercise calming breathing techniques
- Smile and laugh as much as possible leading up to “go time”
- Lean into the nervousness



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Facilitating and Presenting: Speaking Before the Masses

Staff Meetings: Meetings with all library staff, or your department, to tackle a project, strive for a goal, take a course of action, or set a vision for the organization.

Setting the Stage

- Make sure there is a need for the meeting; don't meet to meet
- Schedule meeting(s) as far in advance as possible (yearly calendars are great)
- Plan for when most people can attend, and recognize some can't accommodate
- Provide agenda that lists topics of discussion and who will lead discussion
- Consider simple team building exercises (games, crafts, challenges)

Pertaining to Communication

- Open and close meetings as leader of the library (brief and impactful)
- You don't have to do all the talking (share the responsibilities)
- Listen and be present in the moment
- Verbal and non-verbal communication should be active



Facilitating and Presenting: Speaking Before the Masses

Communicating with Your Board: Speaking and communicating with your board in public meetings as a means to assist with facilitating the board's agenda as well as outside the board room.

Content Creation

- Library Director Reports
- Email and Text Communication
- Social Media
- Small Talk and Genuine Curiosity
- Professionalism and Expertise
- Financial Acumen
- Leading by Example and Posture



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Activity #4: Presenting to the Board

Let's Practice It!



Brian M. Hildreth
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