

The Inside and Outside of Evaluations

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Today's agenda

- Introduce some different ways to think about evaluations for library boards and directors –
Shift from reactive to proactive evaluations
- Examine ways that library boards and directors could work together as partners

Today's BIG question:

Do the dynamics of the traditional performance evaluation processes support or hinder the mission, vision and values of your library?

Evaluation as part of board governance

- Governance is a collaborative effort that relies on trust among board members and the director
- A culture of trust is present when individuals feel free to debate, question, openly examine and even argue with each other's points of view without turning the discussion into (or perceiving it as) a personal attack

Common core values of libraries

Democracy – giving citizens access to the information they need to participate in democratic processes and for the common good

Equity of Access – providing access to recorded knowledge for any and all who seek it

Common core values of libraries

Intellectual freedom – standing up for freedom to access any content and fight censorship where it occurs

Literacy and learning – empowering others to improve themselves, increase their knowledge and realize their potential

Common core values of libraries

Logic – organizing libraries rationally, providing information literacy instruction including searching, critical thinking and evaluation of resources

Privacy – protecting the confidentiality of library users and their library uses

Common core values of libraries

Service – creating and maintaining a library that is user friendly, courteous and approachable; and measuring all projects and plans in terms of service

Stewardship – preserving knowledge for future generations, developing and carrying out librarianship training that passes on core values and building the trust of the communities served

Library values exercise

Review the values listed and identify the 3 that are the leading drivers of your library:

- Democracy
- Equity of access
- Intellectual freedom
- Literacy and learning
- Logic
- Privacy
- Service
- Stewardship

Sample board self-evaluation questions

What are the shared values of the board?

What are the shared aspirations of the board?

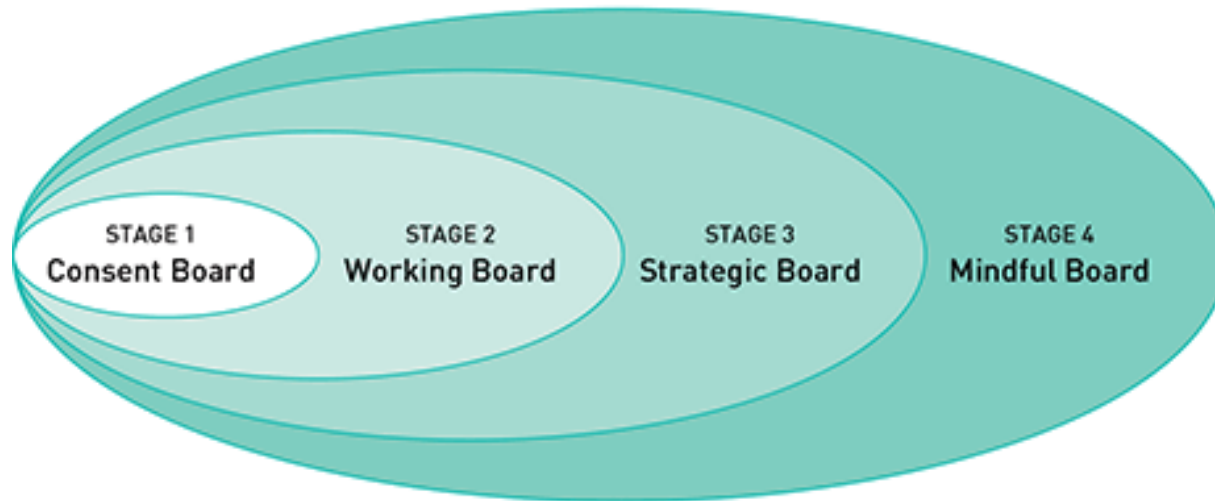
How can the shared aspirations be achieved?

How prepared is the board to move forward?

Stages of board evolution

Exhibit 1: Evolution of the Board Species

As boards evolve toward the mindful state, they develop the ability to expand their consciousness and have a greater impact.



Source: Charlotte M. Roberts and Martha W. Summerville

Changing the status quo

Move from:		To:
Performance review	→	Performance preview
Annual review	→	Continuous review
Focus on individual skills and tasks	→	Focus on context and partnerships
Past orientation	→	Present and future orientation
Reactive actions	→	Proactive actions
Progressive discipline approach	→	Progressive improvement approach
Hierarchical power / Power over	→	Shared power / Power with
Merit/rating-based pay	→	Market-based pay
Fear-based relationships	→	Trust-based relationships
Competitive environment	→	Team environment
Boss-dominated monologues	→	Two-sided conversations

Sample performance preview questions

- What are you getting from me (and/or the board) that you like and find helpful?
- What are you getting from me (and/or the board) that impedes your effectiveness and would like to have stopped?
- What are you not getting from me (and/or the board) that you think would enhance your effectiveness, and tell me, specific to you, why do you need it at this time?

Bibliography

Coen, Tom & Mary Jenkins. (2000). *Abolishing Performance Appraisals*. San Francisco: Berrett-Koehler.

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Roberts, Charlotte M. & Martha W. Summerville. (2016). The mindful board. *Strategy+Business*, Issue 82, pp. 1-6.