Taking a Leadership Role With Your Records Management Program!

By James M. Tammaro, MLS

NYALGRO School
June 7, 2021

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The Key Role of Leadership

By Carol E. B. Choksy

- The challenges
- Necessary skills:
  - Communication
  - The ability to establish strong relationships
  - Adopting a strategy
  - Establishing a vision
  - Setting goals
  - Quantifying Objectives

The Challenges!

- The challenges
  1. Understanding the culture
  2. Spanning the organization
  3. The electronic records issues
  4. Being a good communicator
  5. Developing the necessary skills

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Skill #1:

Communications

- Reaching all levels of the organization
- Reaching out effectively to individual staff members
- Stressing risk management
- Making the case for protecting an intangible resource

Skill #1:

Communications cont'd.

- Stressing efficiencies and effectiveness
- Stressing other RM benefits
- Dealing with cost avoidance

Skill #2:

Establishing Strong Relationships

- Serving as the internal consultant
- Building a strong relationship with IT
- Focusing on the entire life-cycle
- Acting as the gatekeeper for new initiatives

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Skill #2:

Establishing Strong Relationships cont'd.

- Working with a records management council
- Anticipating and responding to corporate trends
- Building trust

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Skill #3:

Adopting a Strategy

- Relating to vital records
- Being proactive with technological solutions
- Being the risk manager

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Skill #4:

Establishing a vision

- Determining a unique vision
- Connecting to the organization's vision
- Getting support for RM vision

Skill #5:

Setting goals

- Highlighting what needs to change

Skill #6:

Quantifying Objectives

- Establishing the RM department's objectives
- Incorporating visions and goals
- Developing the short-term and long-term plans

"Leading Archives and Records Management Programs"
By Bruce W. Dearstyne

- The role of leadership
- Three models for developing strong programs
- Identifying and implementing successful strategies

The role of leadership:

- Understanding leadership principles
- Leadership and communication are linked!
- Having a champion
- Seize opportunities

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Three Models for Strong Programs:

- Program building through systematic stages of change
- Moving from merely good to truly great
- Becoming resilient

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Identifying and Implementing Successful Strategies

- Define achievement and greatness
- Build understanding and support
- Keep the program in a learning/adaptive mode
- Concentrate on people

Strategies for Improving a Records Management Program Advanced by Bruce W. Dearstyne

- ✓ Apply a High-Visibility, Decisive Leadership Style
- ✓ Build Resilience in Programs
- ✓ Speed up Innovation
- ✓ Use a "Culture of Participation

Strategy #1:

Apply a High-Visibility, Decisive Leadership Style

- Carry out more accelerated decision-making
- Lead without a "safety net"

Strategy #2:

Build Resilience into Programs

- Monitor the environment proactively
- Build in flexibility
- Promote a culture of shared purpose
- Foster experimentation
- Establish informal team roles
- Prepare for difficult times

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Strategy #3:

Speed up Innovation

- Take a more pragmatic approach
- Drop the planning – search for a model
- Shorten development cycles
- Motivate and empower staff

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Strategy #4:

Use a "Culture of Participation"

- Create a process to gather info
- Adopt facilitative leadership
- Discuss key issues
- Keep goals in mind

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Thank you! Questions? After today:

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716.479.5509
jmtmls@gmail.com