

LEVERAGING LATERAL LEADERSHIP: STRATEGY, COMMUNICATION, MOTIVATION

ANNE COOPER MOORE
Dean
J. Murrey Atkins Library, UNC Charlotte
anne.moore@uncc.edu

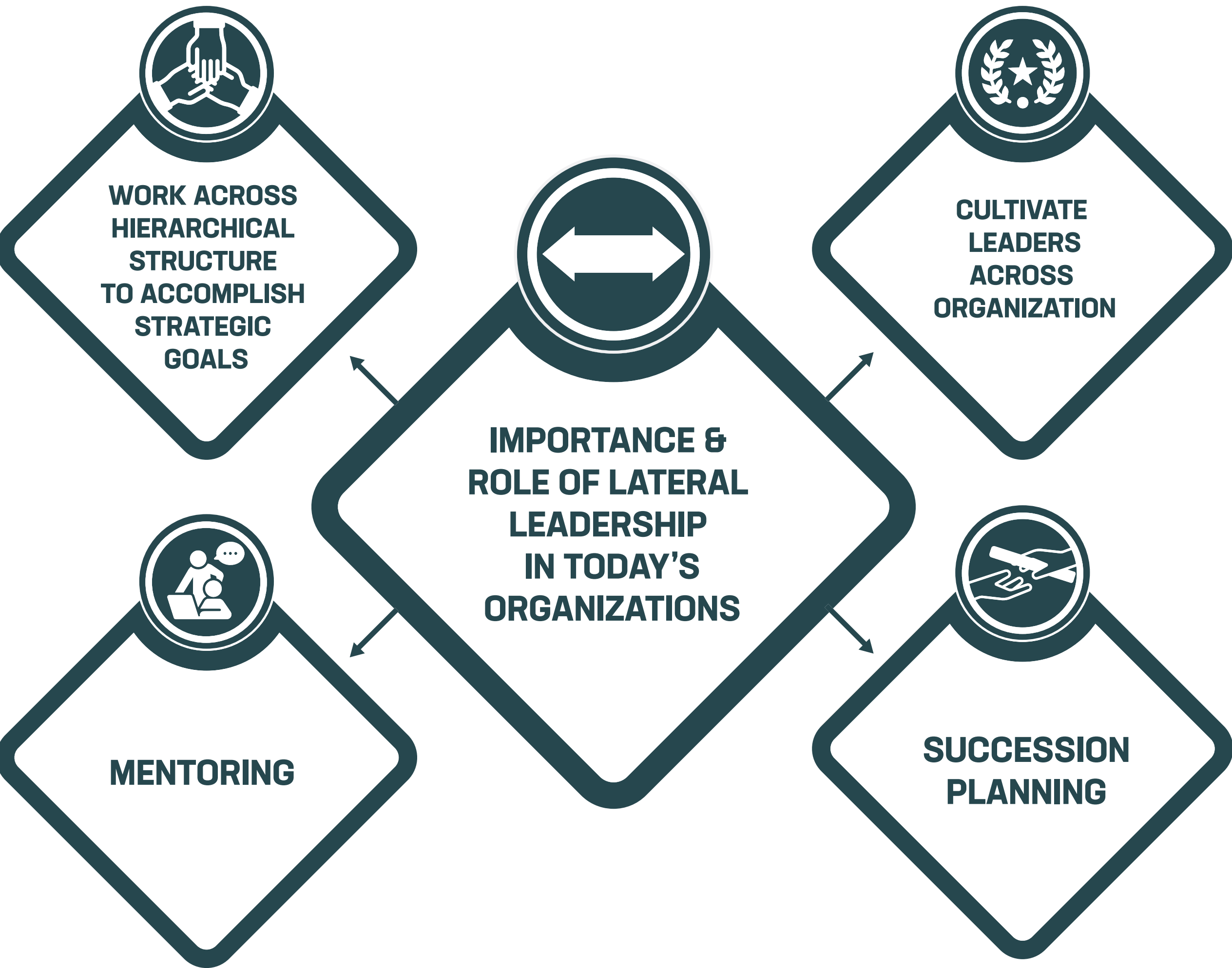
SHERRI SAINES
Subject Librarian for Social Sciences
University Libraries, Ohio University
saines@ohio.edu

REBECCA CROXTON
Head of Strategic Analytics & Special Projects
J. Murrey Atkins Library, UNC Charlotte
becky.croxton@uncc.edu



INTRODUCTION

Organizations need to cultivate people and give opportunities for a variety of people to lead groups and help the organization move forward. Lateral leaders, including those in “coordinator” roles, who have cultivated a broad set of relationships and coalitions with others throughout the organization and beyond can be extremely influential in leading strategic, cross- disciplinary projects. Lateral leaders might be labeled change agents who possess a positive attitude and a strategic mindset.



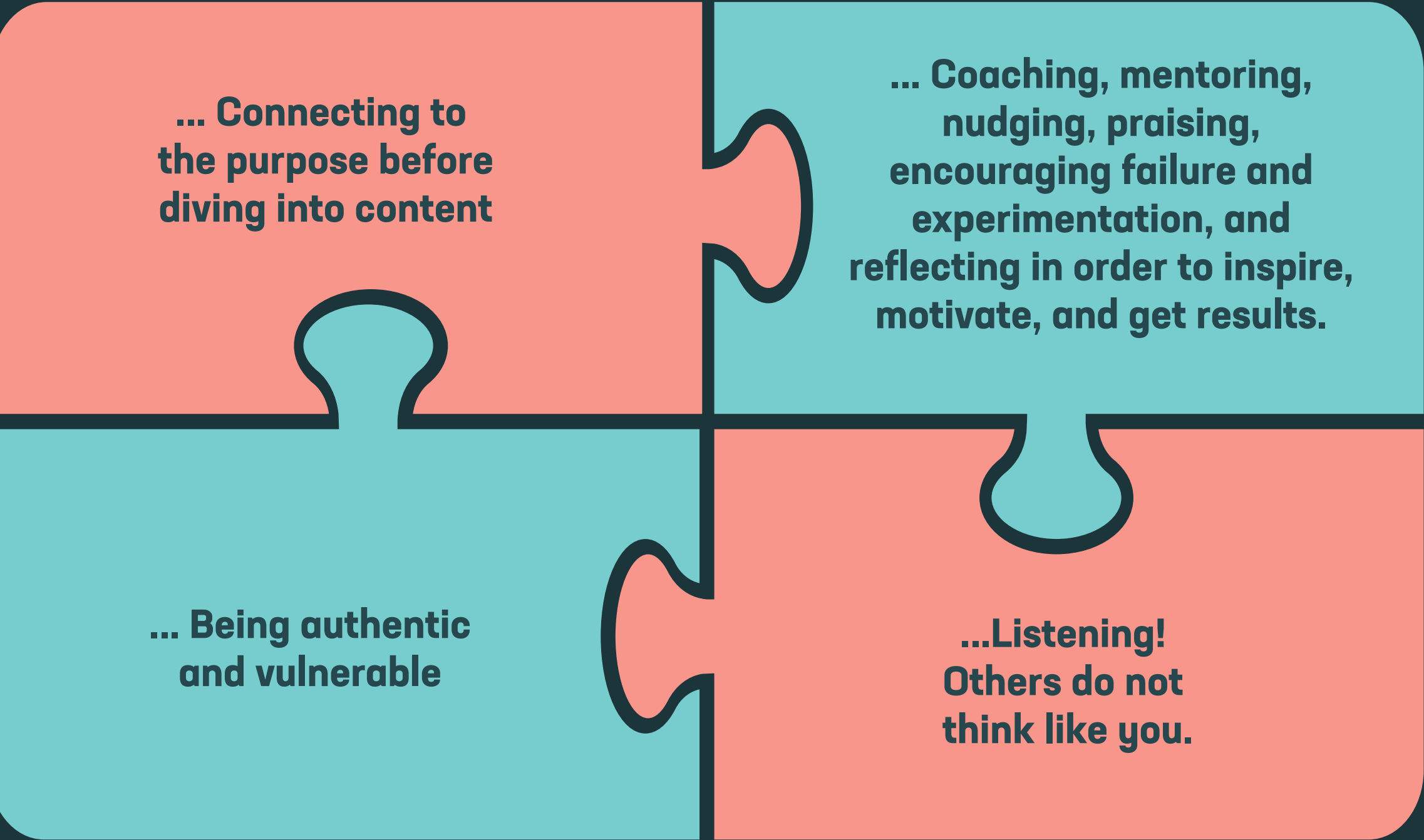
LATERAL LEADERS USE A STRATEGIC MINDSET TO STEER PROBLEM SOLVING & RESOLUTION

- ✓ Bring others together to advance organizational agendas
- ✓ Build shared understanding
- ✓ Generate trust
- ✓ Change power games through questioning

LATERAL LEADERS IN TODAY'S ORGANIZATIONS ARE INDIVIDUALS WHO...

- ...Lead but are not the boss.
- ...Communicate, listen, motivate, influence, persuade, negotiate, and build shared understanding and trust.
- ...Have found success in positions of unofficial leadership.
- ...Inspire, influence, persuade, and elicit contributions across all levels.
- ...Are coordinators, facilitators, peer leaders, interim leaders, team leaders, thought leaders, and project leaders.
- ...Are change agents with a positive attitude, and a strategic mindset.

LATERAL LEADERS COMMUNICATE AND BUILD TRUST BY ...



VERTICAL vs LATERAL THINKING

Vertical thinking is traditionally used in hierarchies while lateral thinking is better for dealing with ambiguity... which is the entire [library] world right now!

(Hernandez & Varkey, 2008)

	VERTICAL THINKING	LATERAL THINKING
LINEAR	YES	NO
PATTERN	DEVELOP AN EXISTING PATTERN	RESTRUCTURE AN EXISTING PATTERN
DIRECTION	STEPWISE AND METHODOICAL	MULTIDIRECTIONAL AND CREATIVE
UNCERTAINTY TOLERATED	NO	YES
REWARDS FOR	DEPTH OF KNOWLEDGE	BREADTH OF KNOWLEDGE
RESTRICTED BY RELEVANT INFORMATION	YES	NO
NOVEL APPROACHES WELCOME	NO	YES

Hernandez, J.S., & Varkey, P. (2008). Vertical versus Lateral Thinking [Article]. Physician Executive, 34(3), 26-28.

