

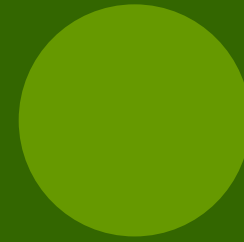
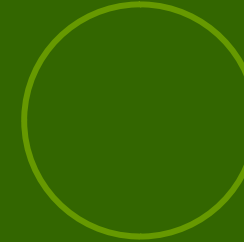
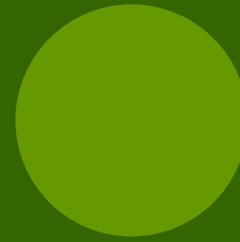


Taking over the reins:
How are young librarians learning to lead?

Julia Glynn
Gambier, Ohio, USA



- Introduction
- Who is the new generation of library leaders?
- What skills will be needed by leaders in the future?
- How can the community help new librarians gain these skills?
- Case Study: American Library Association's Emerging Leaders Program
- Conclusion



How did I prepare for this presentation?

Research

- Leadership handbooks
- LIS Career Guidebooks
- Journal articles
- Leadership Institute Web sites

Informal survey

- Interviewed young librarians from around U.S.

Personal Experience

- Active in professional associations
- Attended leadership workshops



The State of the Profession

The Situation:

- Era of Change
- New librarians are young or librarianship is a 2nd or 3rd career.
- Current leadership positions are held by more experienced librarians, who are soon to reach the traditional retirement age.
- Many librarians don't expect to be leaders.



Leadership vs. Management

What are the differences?

Are we aware of the differences?



Do library schools help prepare
future leaders?



Questions we should be asking ourselves:

- Are the current ways of training leaders still effective?
- Should the traditional ways be modernized for the new generation?
- Do we need to find new ways to prepare the younger generations for leadership roles?



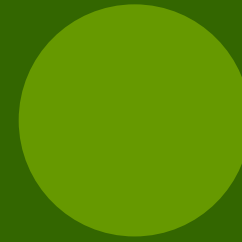
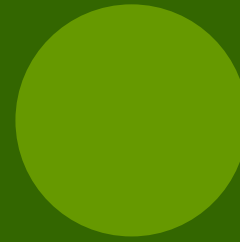
Who is the new generation of librarians?

Born between 1965 and 1979

- Embraces change quickly
- Non-traditional workplace
- Current and future leaders

Born after 1980

- Expects/Anticipates change
- New to the workplace
- Future leaders



Tomorrow's Leaders

What are the skills need by leaders in the future?

- Communication, Diplomacy, Trust Building

Plus

- Be curious and adaptable
- Computer Savvy
- Creativity
- Culturally Sensitive



Tomorrow's Leaders

What are the skills & qualities need by leaders in the future?

Responses from young librarians:

- Be Open to Change
- Be Confident and Opinionated
- Adept with people
- Technology Expertise
- Basic Management Skills



How can these leadership skills
be learned and developed?

What can organizations do to help
young librarians gain leadership
experience?



How can these skills be learned and developed?

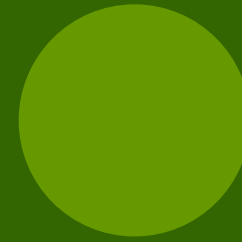
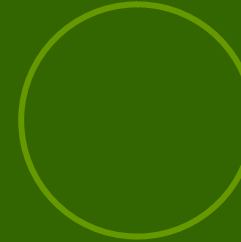
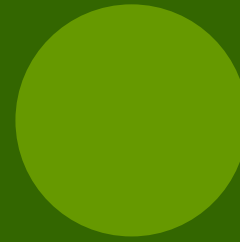
Cultural Characteristics of Institutions needed to foster leadership

- Flexibility in the workplace
- Be open to new ideas
- Flat organizations



Suggested Ideas For Your Institution to Implement

- More Opportunities and Funding for Continuing Education
- Offer Inservice Programs
- Create Projects of All Sizes
- Opportunities for Collaboration



More Suggestions For Organizations

- Reallocate duties
- Do not micromanage
- Allow time to work on individual projects
- Host job shadowing opportunities within your organization.



How can these skills be learned and developed?

What can the profession do?

- Offer more classes
- More opportunities for online committee participation
- Develop an environment which is flexible and open to risk-taking
- Offer workshops on the psychological affects of change.



How can these skills be learned and developed?

What else can the profession do?

Some other suggestions:

- Initiate a Young Leaders Committee
- Clearly define a path to leadership roles
- Host online courses



Case Study

American Library Association (ALA) Emerging Leaders Initiative

- When: 2007 is the first year for the program.
- Who: For librarians under 35 years old or in the profession for less than 5 years.
- Why: To teach leadership skills.



Case Study

American Library Association (ALA)

Emerging Leaders Initiative

How: Combining traditional and modern training and communication methods

- Workshops
- Mentoring
- Wiki (a collaborative website)
- Blog (chronological web postings on a subject)



Case Study

American Library Association (ALA)

Emerging Leaders Initiative

Was this the right approach?

What could have been done differently?

Comments from Participants and Observers



Conclusion

- Networking opportunities
- Continuing Education
- Don't use technology just to use it.
- Don't fear change.

Thank You



Contact Information:

Julia Glynn

Kenyon College

Library and Information Services

Gambier, OH, USA

Email: glynnj@kenyon.edu