Developing a Leadership Style and Brand

Marie O’Neill
Head of Library Services
Dublin Business School
Presentation Outline

• Library leadership: some key questions and considerations

• Some problems with library leadership education and training

• Library leadership examples: successes and crises

• Developing your own leadership style and brand with case studies

• Management tools to support library leaders with examples

• Library leadership opportunities for all librarians
Library Leadership: Some Key Questions

**Question 1:** Do we fully embrace our leadership potential as a profession within the sector and beyond?

**Question 2:** Do we as individual members of library staff fully believe in and realise our leadership potential?
If not why not?
Library Leadership Hang Ups

- **Professional Insecurity:** Leadership associated with other professions e.g. business, politics, law etc.

- **Personal Insecurities:** Lack of faith in ones ability as an individual to be a leader

- **Leadership closed shops.** Associating leadership with the upper echelons of the library professions or with certain types of libraries e.g. university.

- **Lack of Education:** Library schools are strong on management, less strong on leadership.
Library Leadership: My Contention

- Librarians are often more comfortable with generic management approaches in which they are personally less visible.

- Librarians can be less comfortable with leadership which entails having a more public profile and putting ones leadership vision on the line.

- Do librarians hide behind professional groups and committees? Are we less comfortable with an individual approach? Perhaps we are naturally introverted and prefer a community based approach.
Library Leadership and Library School

- Can you name a library leader that you studied at library school?
- Did you learn about leadership techniques and approaches?
- Did you study leadership case studies?
- Did you undertake leadership workshops?
- Did you study the history of library leadership?
From my own days as a library student, I can recall the names of librarians who invented classification schemes or corporate entities such as SCONUL e.g. SCONUL’s Seven Pillars of Information Literacy. Can’t recall library leaders.

Compare this to the business or legal professions where students and professionals can name business/legal leaders with ease.
Difference Between a Leader and a Manager

Manager

Accepts The Status Quo
If it ain't broke don't fix it.

Sees A Problem
Our plan didn't work. I've got to fix it before I get blamed.

Leader

Challenges The Status Quo
I know it isn’t broken, but is there a way to do it that's even better?

Sees An Opportunity
Our plan didn’t work. Let’s put our heads together to see what we can learn from this.

(Walters, 2016)
Difference Between a Leader and a Manager Continued

Perhaps elements of leadership like challenging the status quo, coping with change and communicating our vision are Intimidating.

Source:
https://changc15.files.wordpress.com/2015/06/manager-vs-leader-john-kotter-leadership-model.png
Future Libraries Symposium, TCD Dublin 2016

Mike Keller, University Librarian, Stanford University

Roly Keating, Director of the British Library

Helen Shenton, Librarian & College Archivist, TCD

Jeffrey Schnapp, Founder director of metaLAB at Harvard

Richard Ovenden Librarian, Bodleian Libraries, University of Oxford
Symposium could also have been called the Library Leadership Conference. Common characteristics of all speakers:

- Strong **vision** based on **innovation**
- **Dissemination** of their vision (publications, public speaking, networking, social media etc.)
- Robust **strategic** plans
- **Change management**
- **Empower** staff to be partners in contributing to and realising their vision
- **Entrepreneurial.** Also financial managers and fund raisers.
- Proven **results** with supporting outcomes and metrics


Andy Priestner, Library Consultant, User Experience, UX
https://andypriestnertraining.com/

Helen Fallon, Deputy Librarian, NUI Maynooth. Academic Publishing for and by Librarians
The Good News

- All Library Personnel regardless of grade or Institution has leadership potential

- Library schools must have a stronger focus on leadership to prepare library students and personnel for leadership roles
Library Schools Could:

- Incorporate **leadership modules** into postgraduate library programmes
- Provide **CPD** opportunities in leadership
- Establish **leadership academies**
- **Leadership lecture series**
- Produce **leadership MOOCs**
- Preserve the **history of significant library leaders**
- Offer an **MSc in Library Leadership** or an **MBA with a library leadership** option. Other fields such as business offer postgraduate programmes in business leadership.
But First: An International Survey of Leadership in the LIS Curriculum

• It would be interesting to conduct an **international survey** of what library schools are currently offering in relation to library leadership education.

• This initiative could be led by **IFLA** because of their international mailing lists and contacts.

• Professional bodies can drive curriculum changes in library schools particularly as many postgraduate programmes have professional body accreditation.
“When leadership is taught in North-American LIS programs, it frequently falls into management and administration skills courses… Riggs (2001) suggests that “a clear differentiation” between management and leadership should be made” (p. 15). This differentiation within LIS programs would encourage LIS curriculum that emphasizes leadership and promotes its advancement in the field. The leadership amendment added to the Core Competences developed by the Presidential Task Force (2009) suggest a direction for leadership education in LIS programs (Philips, 2014).”
Other Leadership Education Options

There are multidisciplinary postgraduate leadership courses out there. See NUI Galway’s as an example.

Masters in Leadership Development

Course Outline

This course will help you build your professional competence, you will learn how to:

- Critically assess your personal strengths, characteristics and skills to define your leadership style;
- Employ a range of effective leadership competencies aimed at communicating a vision, creating a climate of trust, empowering people and taking responsibility;
- Instigate actions and solutions to successfully manage internal and external change;
- Challenge assumptions and perspectives to effectively manage information in ways that sustain relationships and enhance performance;
- Collaborate across the organisation to successfully implement strategies and plans that provide vision and direction;
- Leverage negotiation skills to successfully resolve complex situations and achieve productive solutions to conflicting and differing viewpoints;
- Motivate staff to embed a performance-oriented culture, individually and in teams, within internal and external environments;
- Integrate roles and responsibilities that are underpinned by value-based principles and ethical approaches.

You will have to attend 1-day and 2-day workshops throughout the academic year (see below). This usually amounts to 7-8 days in total.
Professional Bodies and Library Leadership Education

Professional library bodies also provide leadership training.
Many professional body leadership programmes have restrictions such as applicants must have at least 5 years experience, e.g. the ALA’s Leadership programme. Is there an elitism to library leadership training?

Selection Criteria

The selection committee reviews applications to select a participant mix based on special, etc.), organizational responsibility, geography, gender, and race/ethnic diversity, demonstrated leadership potential, professional achievement and community service. Equal consideration will be given to applicants’ personal statements as well as those of their references in the following criteria:

- Have at least 5 years of library work experience
- Have a letter of support from his/her employer
- Be ready to assume a higher administrative or managerial role
- Be an ALA member at time of application
- Be able to attend the Institute in the Chicago area

Selected participants are mid-career librarians ready to assume a higher administrative or managerial role of community or campus involvement.

Cost per participant is $1,600 which includes training, materials, lodging, and all meals. (ALA A)

KAPLAN
Professional Bodies and Library Leadership Education Continued

We should be grooming leaders at a far earlier stage. Good to see the ALA’s Emerging Leaders Programme. Seniority does not necessarily make someone a leader.
Engaging with leadership development in Irish academic libraries: some reflections of the Future Leaders Programme (FLP)

HELEN FALLON, JANE MAXWELL, CIARA MCCAFFREY AND SEAMUS MCMANON

This paper has been double-blind peer reviewed to meet the Department of Innovation, Industry, Science and Research (DIISR) HERDC requirements.

Four librarians from Irish university libraries completed the U.K. Future Leaders Programme (FLP) in 2010. In this article they recount their experience and assess the effect the programme on their professional practice and the value for their institutions. The programme is explored in the context of the Irish higher education environment, which is facing significant challenges due to the demise of the Celtic Tiger economy. A brief review of the literature relating to structured programmes to prepare librarians for senior positions, is presented. The structure and content of the FLP and the learning methodologies, theories, tools and techniques used throughout are discussed. The article suggests that the programme has real value for both individuals and institutions and that it can play a significant role in succession planning and the leadership development of librarians.

Introduction

Is leadership innate or can it be learned? The Leadership Foundation for Higher Education in the UK was founded on the premise that leadership can and must be taught. Its vision is that the practice of excellence in leadership in higher education should attract the same high esteem as excellence in research, teaching and learning.

The Future Leaders Programme (FLP) was developed in 2006 by the UK Leadership Foundation for Higher Education, to address a perceived shortage of visionary library leaders. The programme is aimed at experienced college and university-based information and IT professionals, with proven management experience, in the UK and Ireland. It seeks to deepen the individual’s awareness of themselves as leaders, to help them become more strategic leaders and ambassadors and to equip them to lead effectively in a changing higher education environment. An average of twenty librarians and IT professionals participate in the UK-based programme each year, a small number of whom are from the Irish university sector.

The programme is supported by the Society of College, National, and University Libraries (SCONUL), Universities and Colleges Information Systems Association (UCISA), the British Library and, in Ireland, by the Committee on National and University Library Cooperation (CONUL).

Leadership programmes

In order to set a context for what follows, this section presents a brief overview of the literature relating to formal leadership programmes for librarians – Free, Horizon and American College

Interesting study by Fallon et al (2010) which describes a number of library leadership programmes that are available internationally.

The article describes how a number of Irish librarians participated in the Future Library Leaders Programme (FLP) offered by the UK Leadership Foundation for Higher Education.

The FLP Programme focuses on self reflection, formulation of vision, leadership versus management, conflict resolution, change management etc.
Jan Perry, former President of CILIP and the inventor of this impressive leadership tool was interviewed by Laura Rooney Ferris in the *Librarians Aloud* series in 2016.

In this wonderful interview Jan confesses to being shocked at how poor some librarians are at demonstrating the value of their library service even in the face of library closures.

**Interview:**
And Then an Aha Moment

• Does the production of impact toolkit to assist librarians in the face of library closures really drive home that there are still librarians out there who don’t understand advocacy and demonstrating library worth?

• This reflects inadequacies in leadership education and training within our library schools and beyond.

• The first library school in the modern sense was established by Melvin Dewey, the inventor of the Dewey Classification system in 1873 at Columbia University. Despite the longevity of library education, librarians still need to be taught about impact and advocacy!
Library Leadership: Some Harsh Truths

• The CILIP Impact Toolkit is a highly valuable leadership tool but is produced just as many libraries are closing. Feels like closing the gate after the horse has bolted.

• Library schools must incorporate library leadership education regardless of whether graduates assume the mantle of leader or not down the line.

• Without adequate preparation for leadership the stakes for the profession are extremely high.
Has a Lack of Preparation for Leadership Roles Led the Library Profession to this?
And to this?

Is the closure of public libraries in the UK a library leadership crisis?

Were our leadership skills tested as a sector and we were found wanting?
Is Leadership for Me and How Do I Overcome my Fear of Being a Leader?

- Leadership potential is in *all* library personnel
- To overcome any fears or confidence issues about being a leader the best thing to do is to develop your own style of leadership. Do you! And remember that is okay to fail sometimes.
“In my experience...there is one quality that trumps all, evident in virtually every great entrepreneur, manager, and leader. That quality is self-awareness. The best thing leaders can do to improve their effectiveness is to become more aware of what motivates them and their decision-making.” (Tjan, 2012)

In fact in the aforementioned study by Fallon at al (2010), all of the leadership courses discussed contained self awareness and self reflective exercises.
Library Leadership Self Awareness
Case Study: Marie O’ Neill

<table>
<thead>
<tr>
<th>Dislikes</th>
<th>Leadership Approach</th>
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<tbody>
<tr>
<td>Formality</td>
<td>Informal working culture</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Flat, team based structure, all staff can contribute, all staff are leaders</td>
</tr>
<tr>
<td>Bureaucracy</td>
<td>Experimentation</td>
</tr>
<tr>
<td>Lack of Innovation</td>
<td>Innovative</td>
</tr>
<tr>
<td>Resistance to Change</td>
<td>Change Orientated</td>
</tr>
<tr>
<td>Poor dissemination of information and knowledge</td>
<td>Knowledge Sharing</td>
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</table>

I didn’t have the benefit of a leadership programme but even a crude analysis of your dislikes, likes & personal qualities can be insightful regarding your leadership style. My dislikes were often more motivating in terms of a leadership vision!

**Personal Qualities/Motivations**
- Altruistic
- Empathetic
- Determination/Courage
- Informal/Good humoured

**Professional Interests**
- Technology
- Journal Publishing
- Library Education
- Dissemination of Knowledge
## Leadership Niches and Opportunities

<table>
<thead>
<tr>
<th>Professional Interests</th>
<th>Leadership Niches/Opportunities</th>
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<tbody>
<tr>
<td>Technology</td>
<td>RFID, Open Source Software (Koha), Loughborough Online Reading List System</td>
</tr>
<tr>
<td>Journal Publishing</td>
<td>Library Published open access journals sahjournal.com (about to publish 4th issue); DBS Business Review in development, see dbsbusinessreview.ie; future plan to publish an open access library journal</td>
</tr>
<tr>
<td>Library Education</td>
<td>Teaching librarian, programme embedded and accredited information literacy, MSc in Education and Library Management since 2009 plus CPD</td>
</tr>
<tr>
<td>Dissemination of Knowledge</td>
<td>Annual Library seminar</td>
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Library Leadership Self Awareness Continued: What are your Motivations?

- **Bad Motivations**: Ego, money, power, dominance.

- **Good motivations**: Realisation of a vision, empowerment of staff, manifesting positive change within the sector

- People very quickly see through bad leadership motivations. How many times have we all heard the following expressions? Poor motivation erodes your leadership style and brand.

“*She is a relentless self promoter*”

“*He is very difficult to work for*”

“*She takes the credit for other peoples’ ideas*”

“*He is sarcastic and pompous*”
Analyse and Develop Your Leadership Approach

- Bureaucratic (Procedure obsessed, transactional rather than transformative)
- Dictatorial
- Laissez Faire (indifferent)
- Visionary, democratic and inclusive

A poor leadership approach also erodes your leadership effectiveness and brand
If you would like more structured assistance with the self awareness process, there are lots of generic self awareness tools out there:

**Leadership Style Test**

56 questions, 15 min

Want to know whether you have what it takes to lead others? Examine the best in the people around them. It takes a certain natural talent, learned skills to be a good leader. While some people are certainly a group, others just need a boost from some leadership training.

The following assessment will evaluate whether you possess the skills that characterize good leaders. In order to receive the most accurate feedback, always answer each question as honestly as possible. If you come across a question you have never experienced before, answer according to how you think you would handle a situation.

After finishing the test, you will receive a Snapshot Report with an analysis and a personalized interpretation for one of your test scores. You will also receive a link to purchase the full report.
Management Tools to Support Leadership

- Self Reflection
- SWOT
- Strategic Plans
- Benchmarking
- Academic and Professional Literature
- Staff buy in and empowerment
- Institutional Buy In
- Institutional champions
- Capturing of Outcomes

But most importantly you need to find your leadership niche/opportunities
Management Tools to Support Leadership: Strategic Plans

‘Library services for a New Generation’

Strategic Plan of the Library, Dublin Business School,
2008-2013

Enhancing the Intellectual Footprint of Dublin Business School

DBS Library’s Strategic Plan 2013-2018

Marie O’ Neill
Head of Library Services
DBS Library Strategy Circles

DBS Library
2006

Strong on collection development

Good portfolio of databases

Strong on postgraduate as well as undergraduate support. Separate postgraduate library.

Extensive Opening Hours

Appointed to DBS as Head of Library in 2006
### DBS Library SWOT, 2006

| Strengths                                                                 | Weaknesses                                                                
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<tr>
<td>- Strong on collection development.</td>
<td>- Costly duplication between print and electronic journals.</td>
</tr>
<tr>
<td>- Good print resources and online databases.</td>
<td>- Databases had to be searched separately, no access management software.</td>
</tr>
<tr>
<td>- Good facilities including a Postgraduate Library</td>
<td>- Low on automation. Paper based overdues. No RFID Technology for issuing</td>
</tr>
<tr>
<td>- Extensive opening hours</td>
<td>and returning books.</td>
</tr>
<tr>
<td>- Bright, flexible staff</td>
<td>- No structured information literacy programmes</td>
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<td></td>
<td>- Limited supports for faculty doing research</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tr>
<td>- Broaden collection development policy to include e-books</td>
<td>- Lack of qualified staff. Just three professionally qualified staff.</td>
</tr>
<tr>
<td>- Eradicate duplication of print and electronic journals</td>
<td>- Lack of state funding</td>
</tr>
<tr>
<td>- Streamline searching experience</td>
<td>- Lack of research funding</td>
</tr>
<tr>
<td>- Professionalise library staff</td>
<td>- Isolation from the wider library community</td>
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<tr>
<td>- Automate procedures and services</td>
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<tr>
<td>- Introduce value added services</td>
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<tr>
<td>- Introduce IL programmes</td>
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<tr>
<td>- Expand research support services</td>
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Technology
Automation **RFID** and overdues, new website, Athens, live chat, PC and room booking software, **open source software** – Koha, Loughborough Online Reading List System and Shibboleth.

Library Staff
More professional staff (now 9 full time staff are professionally qualified)
New Roles: Teaching Librarian, Research Librarian, Systems Librarian, Learning Supports Librarian

Knowledge Sharing
**Annual Library Seminar Libfocus** (founded by Alex Kouker)

Commercial Services
External membership
Alumni services (including alumni databases)

Information Literacy
Teaching Librarian **Programme embedded and accredited information literacy** Urkund Plagiarism Software

Research
Institutional Repository **PlumX** Impact software
Research training and consultancy
Open access library publishing

Library Networks
Founder of HECA Library Committee
Member of Edugate part of HEAnet
Establishing an Irish open access journal publishing coalition

Library Education
**MSc in Information and Library Management**
CPD Modules
Mentoring

DBS Library- Strategy Circles, 2016. Items highlighted in yellow = first to adopt or early adopters.
<table>
<thead>
<tr>
<th>Role 2006</th>
<th>Role 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colin O’ Keeffe, Library Assistant</td>
<td>Teaching Librarian. Also lecturer and Programme Leader for the MSc in Information &amp; Library Mgt (also a graduate of the programme). Interested in IL and employability.</td>
</tr>
<tr>
<td>Alex Kouker, Library Assistant</td>
<td>Research Librarian. Advocate for library blogging and for open access journal publishing</td>
</tr>
<tr>
<td>David Hughes, Postgraduate Librarian</td>
<td>Systems Librarian. Also lecturer MSc in Information and Library Mgt. Advocate for open source software. Strong social media presence</td>
</tr>
<tr>
<td>Joan Colvin, Deputy Librarian, Portobello College</td>
<td>Postgraduate and Law Librarian. Urkund training.</td>
</tr>
<tr>
<td>Jane Buggle, Librarian, Portobello College</td>
<td>Deputy Librarian &amp; Learning Supports Librarian</td>
</tr>
<tr>
<td>Marie O’ Dwyer, Senior Library Assistant</td>
<td>Acquisitions Librarian. College funded her to do a postgrad library course at Aberystwyth (prior to the introduction of the MSc at DBS)</td>
</tr>
<tr>
<td>Trevor Haugh, (joined 2010) Library Assistant</td>
<td>Reader Services Manager. Interested in streaming and other innovative user services.</td>
</tr>
<tr>
<td>Debora Zorzi, (joined 2011) Library Assistant</td>
<td>Just graduated from the MSc in Information and Library Mgt at DBS (DBS staff can do the course for free)</td>
</tr>
</tbody>
</table>
Future Strategy Circles at DBS Library

**Library Leadership**

Leadership module on the MSc in Information and Library Management at DBS could be taken as part of the course or as a CPD module

Plus some other ideas discussed later in this presentation

**DBS Library Publishing Press**

Sahjournal.com & Dbsbusinessreview.ie

Library journal in development

(aim to be publishing 3 of the Irish open access journals on the DOAJ)

Driver and manager of a coalition of Irish open access journal publishers

Have a module on the MSc in Information and Library Management - Librarian as Publisher
Library Research

Library staff are now publishing in the academic and professional literature

Commercial Services

Could DBS Library provide hosting and support for certain open source software in Ireland like OJS journal publishing software?
MSc In Information and Library Management at DBS-
Personal and Professional Development Module (PPD)

• The Personal and Professional Development module prepares library students for the workplace.

• There are self reflective exercises, team building exercises, presentations etc.

• This module could be changed in a future iteration of the programme to a library leadership module, focusing on self reflection, constructing a vision, conflict resolution etc.
Library Leadership and Debates

• In librarianship there is a focus on networking, collaboration and professional groups

• But we also need to teach librarians to be adversarial as they do in other professions so that we can defend our profession. Debating is one of the best ways to develop and test leadership skills.

• There should be an annual national debating contest between librarians organised by the professional library body for which winners receive a national library debating cup. Library schools should also hold debates amongst students. Topics such as open technology, open access publishing etc.
At DBS Library we use the European Case Studies, Clearing House for business case studies. Why don’t we as a profession embrace the use of the case study more particularly in relation to leadership studies? Could we have an **International Clearing House for Library Leadership Case Studies** developed and maintained by IFLA or an academic institution?

As self awareness is a key requirement of library leadership could IFLA and national professional bodies also make available a **free library leadership assessment tool to all library students** and personnel to encourage future leaders.
Leadership in disruptive times

James M. Matarazzo
Simmons College, USA

Toby Pearlstein
Ban & Company Inc. (Retired), USA

Abstract
These are times of economic disruption globally, nationally, regionally, and locally. This ongoing turbulence will inevitably have an impact on your library regardless of the type of organization you support. The consequences of ongoing economic instability are exacerbated by what seems to be an extraordinary turnover in library leadership. This turnover requires a steady supply of new leaders to fill the shoes of those who retire or for other reasons leave their positions. Today our profession is confronted with the question of whether or not we will have enough new leaders or existing managers stepping up to leadership roles to drive the sustainability of information services? This question will be addressed through examination of four domains where the need for existing and aspiring leaders in the information profession is critical, regardless of the type of library: finance, fundraising, organizational politics, and evaluation. Equally important is understanding the role of the leader (as opposed to that of the manager) as the strategic thinker, visionary, and motivator, who inspires their team to excellence in these four areas and through demonstrating contribution to the organization’s success, achieves sustainability. Using case studies as well as insights from past research and from colleagues around the world in different kinds of libraries, we will be looking at why these four domains are important to sustainability and what you as a leader needs to do in thinking through how to adapt them to the specific needs of your organization.

Keywords
Alignment, all types of libraries, economics, evaluation, finance, fundraising, leadership, management/administration, organizational politics, services to user populations, value

Introduction
The impetus behind the writing of this article comes from the authors’ realization that in these difficult times, fraught with disruption at all levels in all types of organizations, the leadership of libraries continues to experience frequent turnovers. This turnover requires a steady supply of new leaders to fill the shoes of those who retire or for other reasons leave their positions. Today our profession is confronted with the question of whether or not we will have enough new leaders or managers stepping up to leadership roles to drive the sustainability of information services.

Article in the latest Issue of the IFLA Journal
Contains very interesting leadership case studies. We need more case studies collated and stored in one electronic resource. The article also emphasises how leaders need to be skilled in managing finance and fund raising.
When it Comes to Leadership, Watch your Internal Voice!

• Imposter syndrome

• I’m not qualified enough academically

• I don’t have enough experience of the areas that I am interested in

• I am not on any professional library committees

• I don’t like public speaking

• I work in a small library
MSc in Information and Library Mgt at DBS

• Initiated by me in 2009. Example of leadership.

• At that time, I did not even have a masters myself. I had a graduate diploma.

• I was working in a private college library which is not associated with library education.

• I am not and never have been on a professional library committee apart from HECA due to time constraints.

• I had never lectured on a library programme.

• I have not published in a peer reviewed journal.

• I do very little presenting apart from hosting and speaking at the DBS Annual Library Seminar. Fair to say that I was an industry underdog!
Surround yourself with people who share your dream. I was supported by the CEO and my staff.

Leverage contacts that you have. DBS was an institutional partner of John Moore’s University, Liverpool (LJMU) who did offer an MSc in Information and Library Management.

Involve the right people with the right qualifications in the project, e.g. we recruited some of the best library faculty in the country such as Dr Marta Bustilio, Dr Christoph Schmidt, Dr Clare Thornley, Caitriona Sharkey and Mark Farrell.
Most Importantly I had Determination and Never Gave Up
How did the MSc in Information and Library Mgt Story End? With a Happy Ending!

• The programme has been running since 2009. First iteration of the MSc in Information and Library Management was a joint DBS-LJMU award accredited by CILIP. This ran for five years.

• Second iteration of the programme is awarded by Quality Qualifications Ireland and is accredited by the LAI. We now also offer CPD.

See:
http://www.dbs.ie/course/postgraduate/msc-information-library-management
Some Quotes about Libraries

'Without libraries what have we? We have no past and no future
Ray Bradbury

The truth is libraries are raucous clubhouses for free speech, controversy and community.
– Paula Poundstone

Cutting libraries during a recession is like cutting hospitals during a plague.
– Eleanor Crumblehulme
What We do is Huge!

• We create futures
• We preserve the past
• We support innovation, research and development
• We support economies
• We support educators
• We educate
Library Education and Local Politics?

“Librarians, both those in management and on the front lines, must be engaged in politics of another kind at the local level... They are practiced in public library trustee meetings or the faculty committees and larger senates at academic institutions. Intimate familiarity with that kind of local politics is crucial to the success of the library and its leaders. It is surprising that it is basically neglected in the education and training of new librarians.“  Berry, 2014

John Berry is a Former President of the American Library Association.
Library Leadership at an International Level

IFLA International Leaders Programme: 2016 Call for applications

The International Leaders Programme is a two year Programme designed to increase the cohort of leaders who can effectively represent the wider library sector in the international arena, and to develop leaders within IFLA.

The Programme provides opportunities that IFLA is in the unique position to offer through our global role and reputation and our extensive and diverse framework of activities and expertise.

Programme details

The Programme will bring participants together at the 2016, 2017 and 2018 IFLA World Library and Information Congresses (WLIC) as the main face-to-face forum. In this dynamic and interactive environment, participants will have direct access to international leaders, and undertake eight days [excluding travel time] of activities including: seminar and workshop sessions on issues with a global impact led by leaders in the sector and related fields; participation in specified business meetings; attendance at specified professional programme sessions; working within groups to prepare presentations or reports; liaison with Governing Board members; building support networks.

This experience will be reinforced throughout the Programme by involvement with IFLA professional units and working/advisory groups to contribute to projects of direct relevance to IFLA’s international agenda, Strategic Plan and Key Initiatives. These activities may require the participant to undertake a number of tasks including: evidence-based/secondary/comparative research; writing documents such as policies, submissions, interventions, statements, speeches; liaison with other bodies at national, regional or international levels; representing IFLA at international or regional forums as identified by IFLA as being within the framework of the Programme. Participants will learn through practice, and be mentored as they strengthen their skills and knowledge.

The project areas will focus on topics including:

1. Advocating for frameworks that support equitable access to information covering topics such as national and international copyright reform, internet governance and e-Lending,
2. Empowering libraries as agents for development and critical community assets, contributing to national development plans and the UN 2030 Agenda for Sustainable Development

It is expected that participants will already have demonstrated their leadership within IFLA and/or a national or regional association that is a member of IFLA, and have the level of experience and knowledge to fully participate in and benefit from the Programme, with the aim of being an advocate at the international level.

Prospective applicants seeking a general leadership or management training course should not apply for this programme.

Through participating in the programme, participants will:

* Contribute to important issues impacting on the future of the library sector
* Gain experience in working at the international level
* Gain experience in working with organisations at regional and international levels such as the World Intellectual Property Organisation (WIPO), UNESCO, the European Commission, the Internet Governance Forum
* Gain experience in the development of policy and position statements
* Develop negotiating and intervention skills
* Develop the capacity to advocate and set political agendas,
* Build relationships and develop your networks internationally
* Build skills to have a broader impact as an advocate in your own library community

In selecting participants IFLA will seek to have diversity in the range of
Great to See Library Leadership
Glass Ceilings Being Broken

Carla Hayden Blazes Trail as First Woman, First African American Librarian of Congress

By Lisa Peet on September 15, 2016

At a historic ceremony on September 14, library leaders from around the country, Washington elected officials, Library of Congress (LC) staff, friends, family, and a cheering section of former employees crowded into the Great Hall of LC's Thomas Jefferson Building to see Dr. Carla Hayden sworn in as the 14th Librarian of Congress. Hayden, former CEO of the Enoch Pratt Free Library (EPFL) in Baltimore, is the first woman and the first African American to serve in the role—and only the third practicing...
Married to a President?  
(Laura Bush was a librarian) 
Librarians Have the Ability to be Presidents!
We are Eminently More Qualified than This Presidential Candidate!
My Boss Doesn’t Support my Leadership
Vision: What then?

The following activities can be done without anyone’s permission

• Publish an article on your area of interest particularly in an open access journal. It will have more impact and reach.

• Establish a strong social media presence. Library leadership in a digital era etc.

• Join a professional library committee or speak at a conference

• Find a mentor within or outside of the Library that you work in
So Go Out There and Be a Leader

• Challenge the status quo
• Find your passion
• Be innovative
• Blaze a trail. Be the first to adopt a new approach or product.
• Break a glass ceiling
• Change libraries for the better with your own leadership style
• And then mentor other emerging professionals to do the same
Lots of Leadership Opportunities Out there for Library Staff of All Grades

• Green libraries (e.g. library assistants)

• User Experience (UX) (e.g. library assistants)

• Immersive Technologies (e.g. systems librarians)

• Digital Literacies (teaching librarians)

• Librarians apply to Research Funds such as Horizon 2020 rather than just supporting faculty to do so. We understand technology, social inclusion and academia. (All library personnel)

• National Professional Mentoring Network (Library students or graduates) e.g. NPD or SLIP could approach the professional body
To Sum Up

• We need to more strongly incorporate library leadership into the LIS curriculum. An international survey of current practices within library schools re library leadership education could be carried out. Led by IFLA?

• Self awareness is the key to successful leadership. Perhaps IFLA could create a leadership self assessment tool tailored to the library sector which is freely available to all library personnel.

• We need an international database or repository of library leadership case studies

• Could we have the annual national debating competition e.g. The LAI’s National Debating Cup for Librarianship?

• Could we have a national and international leadership mentoring network?
Library Leadership Awards

- We could have a national library leadership award (LAI)
- There should also be team library leadership awards.
- We could also encourage other higher education awards to incorporate a library leader element. Could the National Forum for the Enhancement of Teaching and Learning have a Librarian Hero as well as a Teaching Hero award?
Library Leadership Example: Laura Rooney Ferris, Librarian, Irish Hospice Foundation

• Before Laura started working at the Foundation I didn’t even know that they had a library. She is a one person library!

• She has been a huge force with the likes of Ann O’ Sullivan on the Academic and Special Libraries Section of the LAI

• She has leveraged technology via a strong social media presence. Check out her Librarians Aloud podcasting series which profiles librarians many of whom are industry leaders.

http://www.aslibraries.com/librarians-aloud-podcast
“...in an ever-faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy. The notion that a few extraordinary people at the top can provide all the leadership needed today is ridiculous, and it’s a recipe for failure.” (Kotter, 2013)
But Most Importantly..

Be the kind of leader that you would follow.


