



# Leadership, Skills and Knowledge: How We Can Prepare Ourselves and Our Staff for the Future

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# Why Preparation is Necessary

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- Everything can change in an instant
- We need a path for where we want to go
- We need to build and broaden skills and knowledge
- We need to identify others for leadership roles and support them as they develop and grow in these roles

# Our Challenges

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- Aging workforce
- Need for changing skill sets and knowledge
- Lack of strategic approach to leadership and workforce planning
- Few opportunities to develop leadership and management skills
- Little interest in taking on leadership roles
- Alignment with the organization

# The iSchool Concept

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- iSchools are interested in the relationship between information, people and technology

“From archives to digital collections, information systems to issues of policy and security...”

# Areas of Study at UofT's Faculty of Information

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- Archives and records management
- Critical information studies
- Cultural heritage
- Information
- Information systems, media and design
- Knowledge and information management
- Library and information science
- Museum Studies

# The Concept is Playing Out in the iDivision

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## Information and Technology Services Division, Legislative Assembly of Ontario (iDivision)

- Library (client services, collection management, IT applications)
- Research (in-depth discovery, analysis, reporting)
- Information management and records management (information policy, organization of administrative and corporate records, electronic publishing, internet and intranet sites)
- IT (business analysis, systems design and administration, security, client services)

# Jobs to be Done

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- Electronic content management
- Accessibility
- Taxonomy and metadata development
- Digitization
- Database development
- Web content management
- Electronic repository
- Training
- Acceptable use policies
- Projects that combine technology and content delivered in a way that meets the needs of the user
- Functional records classification

# The Future

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- Need people who understand technology, users and content and can provide access to and organize it in the best way for the user
- Understand trends and issues (use of Web 2.0 tools, information policies, understand issues in context of our organizations)

No job will be unchanged.  
Some things we have always done  
we will no longer do.\*

\*The Big Bang: Creating the new library universe  
(National and State Libraries Australasia 2007-09)

# We Need Managers & Leaders

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- 62% of librarians work in a managerial or supervisory positions
- Come from ranks of librarianship, often with no specific training or education

# Where are Leaders?

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- Leaders are at all levels of the organization (not just managers)
- Formal and informal leadership roles
- Specialists and experts
- Others look to them as role models and for guidance and advice

# Are You a Leader?

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- What is your passion?
- What are your values?
- What are your dreams?
- Do they tie in with your organization/profession?

# How Do I Know If I Have the Right Stuff?

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- What are my ambitions?
- Do I hear what others are saying about me, about what needs to be done, about what they want?
- Do people look to me for guidance or advice now?
- Do I ask for and listen to feedback?

# What Leadership is About

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- Building relationships and developing trust
- Being innovative and taking risks
- Being able to initiate projects/ideas and motivate others
- Being able to develop and articulate a clear and reasonable vision of the future
- Good judgment
- Political smarts
- Being prepared to fail (Say 'yes' a lot more often than you say 'no')

# It Starts with Knowing Yourself

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- Importance of emotional, social and cultural intelligence
- Its about how you make the people around you feel (the higher up you go in an organization the better the interpersonal skills of those you meet)

*Becoming a Resonant Leader*  
by McKee, Boyatzis and Johnston  
Harvard Business Press, 2008

# What's Difficult?

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- Relationships and politics
- People and their problems and issues
- Communication
- Getting others to follow
- Energy
- It's all about finding resources and fighting fires

# Am I There Yet?

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- Let your interests be known
- Do the personal work that you need to do: bridge the gaps about where you want to be and where you are
- Get an organization-wide understanding
- Find a good mentor: listen what they have to say about your potential, abilities
- Get involved in a professional association or community group

# How Do I Get There?

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- Understand what is needed and what leaders will be up against in your organization in the future
- Listen to what others tell you (who has influence?)
- Don't be afraid

# Where Leadership is Needed in Special Libraries

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- Being able to tell the story (SLA Alignment Project)
- Attracting the best we can to the profession
- Taking different approaches and attitudes

# What's Next?

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- Every one of us has a leadership role to play within our profession
- Every one of us has a leadership role to play within our organization/unit/team
- It is our responsibility to develop ourselves
- It is our responsibility to develop the next leaders