

May 3, 2023

**PLANTING THE
SEEDS OF
LEADERSHIP:**

**GROWING
YOUR SKILLS
AT ANY LEVEL**

Jenni Burke

Science Librarian, Butler University



WHY THIS TOPIC

Shout out to Miranda, a Butler Library Student Staffer!

Leadership Training

- Typically reserved for those in management positions
- Not a new topic, but one worth exploring in our industry, particularly now

What Piqued My Interest

- CO Association of Libraries and my latest job shift
- I've had some "unusual" patterns in my career
- Leadership has been the singular commonality in my positions

KEY TAKEAWAY

- There are net benefits in ALL areas of an organization when only supports, advocates for, and provides leadership training to all levels of staff.

WHAT ARE WE TALKING ABOUT, REALLY?

Hard Skills

- Conflict resolution
- Project Management*
- Change management
- Time/energy management
- Coaching/mentoring
- Leading innovation
- Strategic Planning
- Emergency preparedness
- Negotiation

Soft Skills

- Assertiveness
- Communication
- Building trust & respect
- Team building
- Delegation
- Motivating colleagues
- Managing meetings
- Advocacy
- Group dynamics
- Critical thinking

CURRENT PICTURE

83% of orgs believe
it's important to
develop leaders at
every level

Only 5 % have
implemented
programs

69% of employees
born 1980-2000 feel
a lack of leadership
development

Increase in
retirements since
2019 per Pew
Research

Disengaged
employees: 37%
higher absenteeism,
49% more accidents,
60% more errors

35% of American
workers prioritize
company culture in job
searches

LIBRARIES ARE AT A TIPPING POINT

- Record high for public library collection sizes (54.75% digital in 2019), collection use, and cardholders (174.23 million, 2019) **BUT** operating at a deficit since 1992 and on a 10-year decline in physical circulations and foot traffic

WHY WE LOSE PEOPLE?

- 2019 ACRL Study of Librarians who left their jobs in the past 5 years:
 - 79% identified workplace morale as the most significant reason for leaving a job
 - 72% identified dissatisfaction with library administration
 - 70% identified the culture of the library
 - 64% identified their immediate supervisors*
- Since then: covid, reorgs due to limited funding & retirees not being replaced, and political environment

HOW DO WE KEEP OUR PEOPLE?!

- We **MUST** support our people through changes
- We **MUST** promote empathy, self-awareness, commitment, communication, etc.

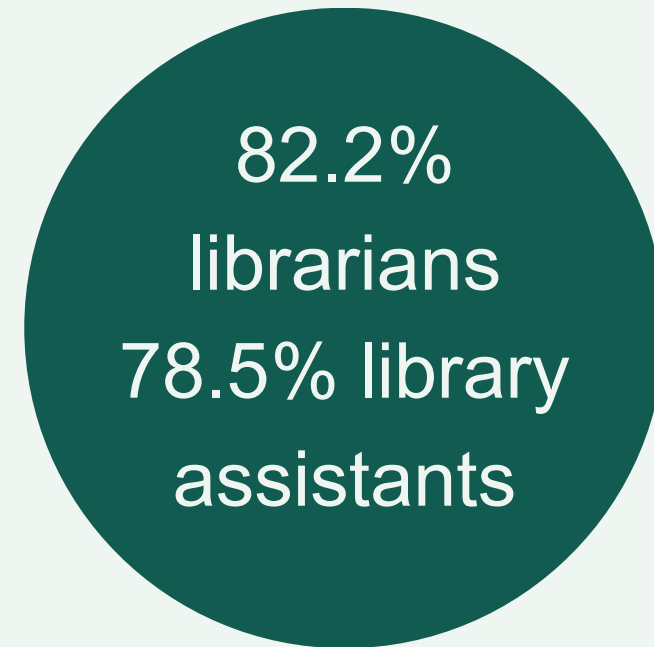
THE GOOD NEWS - FROM THE RESEARCH

- Increases employee commitment & inspiring your best to stay*
- Improves organization's culture
- Shared the load in hiring and training
- Encourages self-leading in projects
- Increases productivity, efficiency, and overall agility
- Draws and retains talent
- In for profit companies, profits increase!*
- Creates a strong internal talent pool, reducing hiring and training costs
- Increases strategic thinking, which eases change management issues
- Eases tension in communication

LIBRARY SPECIFICS

- Better relationship building with vendors
- Increased patron service
- More thorough understanding of policies and procedures
- Navigation of political, corporate, and government structures
- Stronger advocacy for our staff and patrons
- Visibility of the library itself

The Gender Gap!



women in libraries
*2022



women in libraries
*2022



women's salaries
compared to
men's salaries
*2022

BENEFITS TO THE STAFF

- Provides a vocabulary that clearly communicates to admin
 - to advocate for yourself
 - to translate your skill set
 - to pitch your ideas
- Team development
 - you do NOT have to be the loudest voice!
- Confidence through resourcefulness & adaptability
- Better time & energy management
- Bolsters your ability to move up or move out
- Reduces anxiety around change
 - better understanding of what YOU bring to the table

TRAINING FOR INDIVIDUALS

Where?

- State associations
- State Libraries
- Library Juice Academy
- In-house/organizational
- LinkedIn Learning / Udemy
- Other online trainings*

No funding?

- Committee work
 - local or district
 - consortium or state
- Programming
- Volunteer coordination
- Projects - big or small
- Grant writing
- Are you leading in your hobbies?

REFERENCES

- 7 reasons to ask your company to pay for leadership training. (n.d.). Truist Leadership Institute. Retrieved April 26, 2023, from <https://www.truistleadershipinstitute.com/publications-research/media-publications/7-reasons-to-ask-co-pay-leadership-training>
- 36 Powerful Leadership Statistics [2023]: Things All Aspiring Leaders Should Know. (2023, February 9). Zippia. <https://www.zippia.com/advice/leadership-statistics/>
- Beer, M., Finnström, M., & Schrader, D. (n.d.). Why Leadership Training Fails—And What to Do About It.
- Bonn, I. (2005). Improving strategic thinking: A multilevel approach. *Leadership & Organization Development Journal*, 26(5), 336–354. <https://doi.org/10.1108/01437730510607844>
- Brum, S. (n.d.). What Impact Does Training Have on Employee Commitment and Employee Turnover?
- Burk-Rafel, J., Harris, K. B., Heath, J., Milliron, A., Savage, D. J., & Skochelak, S. E. (2020). Students as catalysts for curricular innovation: A change management framework. *Medical Teacher*, 42(5), 572–577. <https://doi.org/10.1080/0142159X.2020.1718070>
- Council, F. H. R. (n.d.). Council Post: 12 Ways Businesses Can Offer Added Value To Their Employees. *Forbes*. Retrieved April 18, 2023, from <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/01/16/12-ways-businesses-can-offer-added-value-to-their-employees/>
- Council, Y. E. (n.d.). Council Post: Why Your Employees Need Leadership Training. *Forbes*. Retrieved April 18, 2023, from <https://www.forbes.com/sites/theyec/2020/03/11/why-your-employees-need-leadership-training/>

REFERENCES

- Fyn, A., Heady, C., Foster-Kaufman, A., & Hosier, A. (2019). Exploring Academic Librarian Turnover and Retention Strategies.
- Heyes, J., & Stuart, M. (1996). Does Training Matter? Employee Experiences and Attitudes. *Human Resource Management Journal*, 6(3), 7–21. <https://doi.org/10.1111/j.1748-8583.1996.tb00409.x>
- Hughes, A. (2018). How Elearning Benefits Corporate Leadership Training. *Leadership Excellence*, 35(3), 16–17.
- Impact of Covid-19 on Libraries – WordsRated. (2023, March 15). <https://wordsrated.com/impact-of-covid-19-on-libraries/>
- Jul 15, C. M. |, & Uncategorized | 0 |, 2022 |. (2022, July 15). Why do I need leadership training if I am not a manager? - Parthenon Management Group | Association Management in Brentwood, Tennessee. <https://parthenonmgmt.com/why-do-i-need-leadership-training-if-i-am-not-a-manager/>
- Leadership Development: 7 Reasons Why Organisations Should Invest. (2020, February 4). Keogh Consulting. <https://keoghconsulting.com.au/leadership-development-7-reasons-why-every-organisation-should-invest/>
- Library Manager Demographics and Statistics [2023]: Number Of Library Managers In The US. (n.d.). Retrieved April 26, 2023, from <https://www.zippia.com/library-manager-jobs/demographics/>
- Library Professionals: Facts, Figures, and Union Membership. (2023, April 16). Department for Professional Employees, AFL-CIO. <https://www.dpeaflcio.org/factsheets/library-professionals-facts-and-figures>

REFERENCES

- Mathad, J. S., Reif, L. K., Seo, G., Walsh, K. F., McNairy, M. L., Lee, M. H., Hokororo, A., Kinikar, A., Riche, C. T., Deschamps, M. M., Nerette, S., Nimkar, S., Kayange, N., Jaka, H., Joseph, G., Morona, D., Peter, T. Y., Suryavanshi, N., Fitzgerald, D. W., & Downs, J. A. (2019). Female global health leadership: Data-driven approaches to close the gender gap. *The Lancet*, 393(10171), 521–523.
[https://doi.org/10.1016/S0140-6736\(19\)30203-X](https://doi.org/10.1016/S0140-6736(19)30203-X)
- Mohr, T. S. (2014, August 25). Why Women Don't Apply for Jobs Unless They're 100% Qualified. *Harvard Business Review*. <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>
- Pekmezi, D., Cadmus-Bertram, L., & Lewis, B. (2020). Perspectives on the benefits of leadership training for career growth among three mid-career behavioral scientists. *Translational Behavioral Medicine*, 10(4), 896–901. <https://doi.org/10.1093/tbm/ibaa061>
- Seppälä, E., & Cameron, K. (2015, December 1). Proof That Positive Work Cultures Are More Productive. *Harvard Business Review*. <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>
- Singson, J. (2021, December 6). 5 Reasons to Invest in Employee Development Now | Blog. Verb. <https://goverb.com/5-reasons-to-invest-in-employee-development-now/>
- State of US Public Libraries – More popular & digital than ever – WordsRated. (2022, February 17). <https://wordsrated.com/state-of-us-public-libraries/>

May 3, 2023

THANK YOU

**FOR
LISTENING**

Jenni Burke

Science Librarian

Butler University

jburke1@butler.edu