Future of Librarianship: A Critical Look at Succession Planning for a More Inclusive Workplace

Panelist:
Elaina Norlin
Using the Webinar System

• Audio for all participants is automatically muted. You may speak freely with colleagues.

• You can ask a question in two ways:
  – Enter text in “Questions” box
  – Raise your hand; moderator will temporarily un-mute your audio connection.
Future Webinars

- Incorporating Accessibility into Library OER Programs & Initiatives (October 27, 2022)
- The Effectiveness and Durability of Digital Preservation and Curation Systems (November 14, 2022)

- More Info/Register at www.aserl.org
- Recording and Slides at www.aserl.org/archive
- Suggestions, Recommendations and Ideas enorlin@aserl.org
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Future of Librarianship: A Critical Look at Succession Planning for a More Inclusive Workplace

Elaina Norlin
ASERL
Agenda

• Full day of content in one hour
• Food for thought/conversation
• Case studies – action learning
• Leadership succession planning (not just at the top)
• Some examples and thoughts for future planning
The Employee Experience “Post Pandemic”

- Great Resignation is still alive and kicking!
- Disengagement is at an all time high (currently 72%)
- Burnout, scarcity, exhaustion and indifference
- DEI Initiatives are not producing consistent results (frustration)
- Do we keep doing the same things hoping for different results?
We select the right bosses, supervisors, leaders, managers how often?

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Case Study 1: Public Library

- 30+ library branches
- Favoritism “in crowd” promotions
- Several problematic branch managers/regional managers close to retirement
- Multiple complaints/lawsuits/racial discrimination complaints
- CEO looking the other way (focus on strategic initiatives, fundraising, community outreach)
- Employees rallied together (CEO was fired)
Public Library -- What happened/What Should Happen?

When poll is active, respond at PollEv.com/elainanorlin343
Text ELAINANORLIN343 to 2233 once to join

No responses received yet. They will appear here...
Case Study 2: Research Library

• “Nice” Director who is uncomfortable with conflict, stayed in their office and let the cabinet members run the library
• Staff like the director but resentful of lack of fire and drive
• Lack of advocacy resulted in severe lack of resources
• Two of the four library cabinet members were very problematic and hired similar department heads
• Conflict avoidance results in “active” bullying by some department heads (grievances ignored)
• The two problematic cabinets members left (one was driven out, the other retired)
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Text ELAINANORLIN343 to 22333 once to join

Research Library -- What Happened/What Should Happen?
Case Study 3: Library Organization

- Library director/CEO is a known international leader and highly sought out presenter
- Brought his loyal friends to take over key leadership positions
- Director was famous for raking up accolades without giving employees credit (on the outside the organization was thriving)
- The loyal “leaders” are known for taking sensitive information back to CEO and bullying, forced firings and retaliation was rampant
- People have left in droves and trust plummeted (low morale)
- After 5 years, the board did not renew his contract
Library Organization What Happened/What Should Happen?

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Text ELAINANORLIN343 to 22333 once to join, then text your message

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I NEED A HERO

Do the right thing
Leadership Succession Planning

• Can be used to evaluate current and future leadership performance
• Employee Experience (Competitive Advantage)
• More comprehensive future recruitment tool

• How do we inspire, motivate and positively support our most valuable asset in our organization – our employees??
Leadership Succession Planning

• Different than Strategic Plan
• Needs everyone involved from all levels
• Cannot fix what we don’t acknowledge
• Plan should include leadership vision, goals and soft skills
Leadership Recruitment Plan

Leadership Vision Statement

Leadership Goals

Soft Skills
Leadership Visioning – First Step

• How to include **ALL** employees

  • What are the traits of your best boss/leader?
  • What are some overall challenges in the organization?
  • What are some innovative ideas to make sure **EVERYONE** feels valued, respected and “seen” in the organization?
  • What processes in our departments should be improved or changed?
  • What can be changed to eliminate silos, excessive competition, bullying and creating more a more inclusive environment?
Sample Leadership Vision

• The leadership team will strengthen better relationships with our employees and encourage them to achieve their full potential. Using communication, positivity and empathy, the library leadership team will ensure the work environment is effective, inclusive, “people first” and enjoyable.
Traits of a Great Inclusive Supportive Boss

empathy, integrity, vision, trust, listening, good, skills, decision, caring, daring, responsive, maker, effective, steadfast, open.
Job Descriptions

King County Library System

Future webinar?

- Power mapping
- Organizational audit
- King County Library System
- Leadership vision – goal setting
- Soft skills – developing interview questions
Handbook

https://www.alastore.ala.org/sixstepengagement
Questions/Contact

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