LEADERSHIP.

Leadership Feature
Who, how, why

Membership up
ALIA annual report inside

ALTC -
The latest
INCITE
is the news magazine of the Australian Library and Information Association. It presents perspectives on issues relating to library and information science.
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AUSTRALIAN LIBRARY AND INFORMATION ASSOCIATION
ABN 40 090 953 236
Street address
ALIA House, 9–11 Napier Close
Deakin ACT 2600
Postal address
PO Box 6335, Kingston ACT 2604
ph 02 6215 8222
fx 02 6282 2249
enquiry@alia.org.au
www.alia.org.au
Executive Director
Sue Hutley
incite Editor (Acting)
Lee Welch
ph 0407 390 089
fx 02 6282 2249
incite@alia.org.au
incite Designers
Adam McLeod
Emily Downie
emily@downiedesign.com
incite Advertising
Jessica Honeychurch
ph 08 8379 9522
fx 08 8379 9735
jhoneychurch@iwermedia.com.au
incite Printing
Blue Star Print Group
COST TO PURCHASE SINGLE ISSUES
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ALIA EXECUTIVE
Rob Miller
Chief Operating Officer
02 6215 8220
rob.miller@alia.org.au
Janetto Mascilongo
Director: Professional Services
02 6215 8215
janetto.mascilongo@alia.org.au
Adam McLeod
Director: Member Services
02 6215 8250
adam.mcleod@alia.org.au
YOUR LOCAL ALIA CONTACT
State Managers are ALIA representatives in each state/territory. Their duties include being a point of contact for members and non-members.
ACT: 02 6215 8222
Enquire at enquiry@alia.org.au
NSW: Alyson Dalby
0404 655 319
alyson.dalby@alia.org.au
NT: Jayshree Mamtora
0416 366 634
jayshree.mamtora@alia.org.au
QLD: Claudia Davies
0407 964 967
claudia.davies@alia.org.au
SA: Jeannine Hooper
0437 167 050
jeannine.hooper@alia.org.au
TAS: Sally Murdoch
03 6228 7904
sally.murdoch@alia.org.au
VIC: Margie Anderson
03 9315 1090
margie.anderson@alia.org.au
WA: Carol Newton-Smith
08 9381 5674
carol.newton-smith@alia.org.au
BOARD OF DIRECTORS
Board members welcome your comments and feedback. Please feel free to contact a Board member at any time.
Email: feedback@alia.org.au with your comments.
Graham Black
President
07 4930 9435
graham.black@alia.org.au
Margaret Allen
Vice-President
08 9427 3328
margaret.allen@alia.org.au
Andrew Hocken
Director
08 9364 1964
andrew.hocken@alia.org.au
Julie Rae
Director
03 9864 9601
julie.rae@visionaustralia.org
Kate Sinclair
Director
08 8201 3290
kate.sinclair@alia.org.au
A bicycle built for libraries:
SA’s Mt Gambier Public Library now loans bicycles as well!
Oops! Our apologies for the mistake in numbering of the last issue of inCite - the March edition was in fact Issue 2 for 2011 as Jan/Feb is a combined issue 1 and 2. We're back on track this month with Issue 4 for April. Please let your serials staff know!

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“A little rebellion is a good thing...it is a medicine necessary for the sound health of government.”

- THOMAS JEFFERSON, WRITING TO JAMES MADISON, 1787
In fact, I am the first of three consecutive ALIA presidents who haven’t had to contest elections, and there hasn’t been any election for Board members for the past two years. Now why is that? Would we have got better presidents and board members if we had elections? For those of the brickbat persuasion, probably yes, and for those of the bouquet persuasion, possibly no. Regardless, we’ll never know.

I think it’s something we, as members of ALIA, should all be concerned about. I see the next few years as being particularly important for ALIA as it faces a number of interesting challenges related to demographics, sector dynamics, and the changing nature of the LIS industries, to name a few. We need leaders who are informed, pragmatic, and visionary. We also need leaders who come with a mix of experience, age, and talent, and from different sectors.

So why aren’t people interested in standing for election for the Board or President? From a recent straw poll in which a number of us were involved, the reasons generally included personal circumstances, organisational support, work and family commitments, and the level of responsibility.

You have until about November 2011 before you nominate. This gives you plenty of time to plot, scheme, and convince your organisation (and partner) of the benefits to you, and to them, of having you participate on the ALIA Board. In the meantime, keep on leading your library from wherever you are in your organisation.

Graham Black
ALIA President
graham.black@alia.org.au

ARO moves to Trove

Australian Research Online (ARO) has a proud history, having grown to provide a single search across research from a total of 71 institutional repositories in its life. Of those, just over half come from the government and other sectors. Now Trove, which already included millions of additional research outputs, will take over. A re-direct is in place where possible for machine-to-machine interfaces for ARO. ARO will also shortly be removed as an external database from Libraries Australia Search and via the National Library’s Z39.50 service.

The National Library has developed a set of answers for frequently asked questions at trove.nla.gov.au/general/australian-research-in-trove and you will find more on how Trove supports Australian research at trove.nla.gov.au/general/supporting-australian-research-through-trove.

All the records in ARO should already be in Trove. If you search Trove and discover that your records are not appearing contact the National Library team immediately using their enquiry form at www.nla.gov.au/librariesaustralia/contact/index.html

RMIT makes American headlines

American Libraries Direct, the newsletter of the American Library Association, continues to tell readers about the great things happening in Australian libraries. RMIT University Library is in the spotlight with their recent video featuring new students telling us what they love about the library - www.youtube.com/watch?v=cmnO5R6bsb8 for what students like best about the library and americanlibrariesmagazine.org/aldirect American Libraries Direct. Nice work RMIT University Library team.

New name for NSW public libraries association

Public Libraries NSW Country, which has successfully represented rural and regional libraries across the state since 1989, is changing its name to Public Libraries New South Wales. The Association is state-wide and membership is open to all councils and regional libraries across the state, including metropolitan libraries.
LEADERSHIP AT EVERY LEVEL IS VITAL

A common premise of leadership is that you can ‘lead from any position’. You don’t need to be in the top job to influence change, make a difference and ‘be someone’. Leadership in any organisation requires people at all levels to show leadership skills.

ALIA is just the same. We have great leaders amongst the volunteers within our groups and committees and our special projects. The Association requires resolve, courage and consistency in our leaders as members to support the work of the Association. We cannot operate without our members. If our members aren’t strong, then nor will the Association be.

Some of our library leaders will meet again on 19th May for the next ALIA Roundtable meeting. You can see the outcomes of the last meeting, and the agenda for this one, at www.alia.org.au/roundtable. The national library associations will again get together to discuss how we can pull our leadership power together to lobby for and focus on those issues that are important to all libraries and the profession Australia.

The strength of the Association shows in how we lead – amongst governments, decision makers, other organisations and in international company. The Association is tasked by the membership with showing leadership on key professional issues (our Government submissions are all good examples), undertaking important projects that contribute to the Australian community (of which The Library Initiative and National Year of Reading 2012 are just two) and participating in the wider professional sphere (such as with the current review of the National Training Package).

ALIA and the school library sector are also readying ourselves for the imminent tabling of the report from the House of Representatives Inquiry Into School Libraries and Teacher Librarians. You may not be directly involved in these activities, but by maintaining your membership it ensures that you are demonstrating your support so that this leadership can occur.

Leadership includes having to say ‘no’ sometimes. ALIA’s financial situation has meant that in 2011 we will be required to say no or find new and creative ways to undertake worthwhile work because we must also be managing to ensure the long term sustainability of the Association.

Easter is a good time to pause and reflect on a year only months old but with so much happening and with so many lives lost and affected already. Your Easter might be a short break with loved ones, or perhaps a few days for volunteering in disaster-affected regions, but whatever it involves, and even it is not your religion’s holiday, I hope you get involved in the spirit of Easter.

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sue.hutley@alia.org.au

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February 14 was Library Lovers Day across Australia. Every year, libraries find new ways to celebrate and 2011 was no different, as these reports show. First, there were the cakes, then there were the competitions. And then there was a wedding. How romantic can you get?

Over in WA at the Town of Victoria Park Library, Library Lovers Day is a two week affair.

This year, our two week Library Lovers event started with Sara Foster sharing with us her journey as an author. We put up special booklist listing all the books we love to read and even the children’s storyline sessions had the love of books and libraries as a theme.

We also continued our Library Lovers Week competition, through which we invited library lovers to tell us why they love libraries by filling in one of our cut-out red hearts. In 2007 our competition received 20 entries, this year we received 112 hearts, all filled with heartfelt thanks and appreciation of the library services. We had 51 people who loved to visit us because of our wide range of facilities and services, 45 who enjoy the wide range of reading materials and 32 told us they have attended our monthly programs and would come back for more. And 40 wrote us positive notes about the helpful and friendly staff in our library.

The response to this competition was overwhelming and the staff members were constantly cutting out for more paper hearts to meet the demand.

And at Central Murray Regional Library, they really raised the bar this year with their very own Library Lovers Day wedding, working with their local newspaper to create an unforgettable and very romantic day for everyone.

In 2011 we wanted to step it up and make the whole month of February one of romance, style and elegance.

The library staff had put together a beautiful display of wedding gowns and mementos, dating from the 1950s through to the current day. As we started to discuss what activities we would have on the day, one staff member said, “we need a wedding.”

When the laughter subsided some of us realised it wasn’t as silly as it sounded.

We rang our local newspaper, The Pastoral Times, and asked for their help with an editorial, seeking any community member that may be interested in getting married or renewing their wedding vows on Library Lovers Day. I think everyone thought we had lost the plot – but the community were talking about the Deniliquin Library, so what more could we want?

We were approached by several marriage celebrants wanting to participate and a wedding co-ordinator wanting to decorate the library – they all saw it as a good publicity campaign, but still we had no bride and groom.

Finally, with just a few days left before Valentine’s Day, local couple Karen and Roger Barnes, who will be celebrating their ruby anniversary in June this year, approached us and asked if they could renew their wedding vows in the library.

The news travelled like wild fire, with radio station and newspapers wanting interviews with library staff and our loving couple. Suddenly our mobiles were running hot.

We had a wedding to organize - flowers, cake, champagne, the works!

While all this started out as a library promotion we knew this was a very special day for Roger and Karen.

Local wedding coordinator Peata Smith came to lend a hand and transformed the library into a romantic setting while our manager made and decorated a wedding cake, unfazed by her lack of a kitchen at the time due to renovations at home.

When Library Lovers Day dawned, staff were excited (to say the least) as flowers arrived for the bride’s bouquet, glasses tinkled as they were arranged for the guests and love was in the air.

Celebrant Murray Druitt officiated at the ceremony with 20 close friends and family in attendance and many community members listening in when the couple said, “I will”. There were a few chuckles when Karen and Roger forgot which finger to put the rings on before they were once again declared husband and wife.

Sue Soding
Community Outreach Officer
sue.soding@deniliquin.nsw.gov.au
Library Professionals - What's Not To Love?

Meanwhile, in Sydney’s Sutherland Shire, Monique Gyamfi and her library team thought LLD2011 was the perfect time to remind us all why librarians are so loved – by blog. Here’s their final list of our lovable qualities.

Library professionals are:
- Celebrators- we celebrate anything and everything, from birthdays to Book Week.
- Charming- Have you ever had a library fine? If so, you know we can indeed be charming under adverse circumstances.
- Chic- The stereotypical librarian with a bun, peering over glasses perched half way down her nose, does not exist in today’s library service.
- Chatty- There’s no ssshing going on either!
- Cheerful- We love libraries, and what we do, so of course we are cheerful.
- Class- We are in a class of our own.
- Clever- We have library science (along with other) qualifications, and are very useful to take along to trivia nights.
- Collaborators- We are great team players and love to create partnerships with other community groups.
- Committed- to great customer service, finding customers the books of their dreams, and chocolate.
- Computer literate- a.k.a. nerds.
- Competitive- We compete very successfully with our arch nemesis the Internet!
- Competent- at retrieving the above said information.
- Communicators- Library professionals are at the cutting edge of social networking- blogging, texting, contributing to wikis, facebook and twitter.
- Contributors- to the community by creating cool programs, activities and services for all our customers.
- Connected- if you’ve ever needed an interlibrary loan, you’ll know just how well connected library services are to other library services.
- Contemporary- We provide access to all the very latest information and entertainment.
- Correct (politically that is)- Library professionals offer access, equity and advocate freedom of information.
- Crazy- you may think so after attending a Book Week presentation!
- Cultured- well, at least well read.
- Curious- about all sorts of things, we just love information- it is, after all, our business.
- Current- Library professionals are information brokers who offer up to date information in a wide variety of formats, both digital and print.
- Customers- We too, are customers. We all have library cards that are in constant use, because we love books, but certainly don’t sit around all day reading them.

Monique Gyamfi
Coordinator Reader Services, Sutherland Library and Information Service
mgymafi@ssc.nsw.gov.au

EVENTS

NSW
1 Mar ARK Forum and Workshops Knowledge Mgt in the Legal Profession
One-day connected forum, facilitating knowledge capture and sharing in law firms. Rydges World Square, Sydney.

QLD
18–19 Apr Slide2Learn 2011
After the most recent iPod announcements, this beginners guide to teaching with the iPad. For more information, contact Louise Duncan, education@apple.com.au

VIC
5 Apr–3 May Customer Service for Library Team Leaders
Sydney 5 April, Melbourne 3 May. Workshop Presenter Marion Fox. This course will show library team leaders and supervisors how to impart quality customer service skills to their team members. 10% disc for ALIA mem’s. For more information, contact Alan Moor, ph 61 3983 5890 x0, alanmoor@pics.com.au

WA
22 Mar–12 May Event Management for Libraries
Perth 22 Mar, Bris 30 Mar, Melb 5 May, Syd 12 May. Workshop Presenter Adam Le Good. This course uses a project management approach to take the risk out of the event management process. 10% Disc for ALIA Members. For more information, contact Alan Moor, ph 61 3983 5890 x0, alanmoor@pics.com.au

AND WE’RE COUNTING DOWN TO:

1. MayDay: May 1
2. Library and Information Week: May 23-29
3. National Library Technicians Day: May 24
4. National Simultaneous Storytime: May 25

Don’t forget to take great photos and send inCite your LIW news!
incite@alia.org.au
ALTC PROGRAMS HANG ON: GREEN LIGHT GIVEN FOR 2011 GRANTS, AWARDS AND CITATIONS

ALTC's Liz Pick reports on the latest

Despite impending closure, the Australian Learning and Teaching Council has been able to confirm commitment to running three of its four flagship grants programs, plus the national higher education teaching awards, and citations in 2011. However, only one round of each grants program will be run by the ALTC in 2011. A second round intended to be managed by ALTC in October is no longer feasible.

The application process and scheduled closing date for the first round of Innovation and Development grants and the Leadership for Excellence in Learning and Teaching program is unaffected by the impending closure of the ALTC but Extension grants will close one month earlier than previously advertised.

Applications for all three grants programs now close on 7 April. To allow the Australian Awards for University Teaching (AAUT) including the Prime Minister's Award for Australian University Teacher of the Year to go ahead in 2011, the closing date has been brought forward to 14 June.

The Awards will now be presented at a national ceremony on Tuesday 16 August at the Sydney Opera House.

The Citations for Outstanding Contributions to Student Learning closing date (29 April) remains unchanged, however the six regional presentation ceremonies will not proceed. Instead, the citation winners will be acknowledged at the national awards ceremony in Sydney in August.

Funding for the grants and awards programs will be administered by the Department of Education, Employment and Workplace Relations (DEEWR) from 1 January 2012.

A full list of closing dates for the programs and activities that the ALTC will conduct for the remainder of 2011 is available at www.altc.edu.au/application-dates.

Liz Pick
Communications Manager
Australian Learning and Teaching Council Limited
liz.pick@altc.edu.au
Know Thyself: Personal Reflections on Leadership

Monika Szunejko says the lessons of leadership are both evolutionary and revolutionary but, really, it’s about finding your place in the world.

I attended the 2002 Aurora Leadership Institute shortly after returning to Australia to work in academic libraries. Since that time, I’ve moved out of academic libraries and the lessons of the Institute have been a slow burn – smoldering and ever-present and just hot enough to make me take notice when I need to understand a situation, an interaction, or become conscious of what I am learning.

Since turning 21 (in library years) last year, I’ve been considering those lessons, and reflecting on what leadership means for me.

The lessons of leadership are mostly evolutionary, but sometimes revolutionary. My knowledge and understanding of some issues has grown incrementally, while at other times I have been challenged and had to radically re-think my understanding of a situation or problem. The lessons of leadership are as much a personal evolution as a professional one and the lessons can be painful as much as joyous. The lessons can be insightful, revelatory, and often challenging.

I recall being deeply offended and saddened when a mentor told me that one of the lessons of leadership is in developing scars and calluses (‘war wounds’ if you will) and that developing a thickened skin is part of the personal protection you need to develop to remain focused and not be diverted by personal injury. Perhaps this is a lesson about resilience, and remaining true to a vision. Perhaps it is a lesson that is difficult to learn because it’s about subjugating your personal pain to a greater good.

Mostly, leadership is about taking risks – it is knowing that sometimes you’ll get it right and sometimes you’ll get it wrong, and that the trust you develop with your colleagues sees you through both of those times. And that’s the thing about leadership – it’s not a solo act. Leadership is about placing yourself in the world, seeing where you fit in, and what you can do to make it better.

Leadership comes from within – it is not about a position, or about status, or about a pay-packet. It is about seeing a gap and stepping forward to fill it. Leadership is about identifying your position in the world – observing yourself, and taking the opportunities you have to create change for good.

Leadership is not merely a mirror which you reflect back on yourself, it is not a narcissistic experience. Leadership is more like a window through which you see the world and catch glimpses of your reflection superimposed on the world as the light changes. Leadership is about your connection to other people.

Leadership is about self-knowledge and self-discovery. Leadership is about placing yourself in the world, seeing where you fit in, and what you can do to make it better.

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LEAD ON!

Allow me, this once, a moment of editorial pontification - because pulling together contributions on the topic of leadership has brought on a reflective mood for yours truly. It is now 20 years since I set off in trepidation to be Australia’s first export to the Snowbird Leadership Development Institute in Utah at the behest of the Director-General of the National Library. Would that Snowbird magic work on an Australian, they, he (and I) wondered? It did.

Snowbird led to an Australasian program called Aurora and soon was joined by other Australian programs training in, and examining, leadership in our profession. Now we also have the concept of ‘followership’ – completely unknown back in 1991 our profession. Now we also have the concept of programs training in, and examining, leadership in Australia and New Zealand and the program running, and in the process made each of us more conscious of our leadership role.

Our commitment to leadership development has continued after the event, with significant investment in debriefing and an ongoing commitment to share our experiences with colleagues. We have continued to develop our understanding of the open access as well as the logistics of staging a panel discussion.

The chosen topic was not necessarily a new issue for each of us but we each seized the context to push further into the issues. Through regular teleconferences, we were able to identify how our various skills and experiences could contribute to our project. We also encouraged each other to take risks and use our access to the program facilitators to develop skills and learn new things.

It is unlikely some of us would have become involved with any enthusiasm had it been a task required for participation in the program because the spirit of being alive to the opportunity may well have been dampened by obligation. Many people who become involved in leadership programs are pretty busy and extra commitments, however worthy, are avoided if possible - but commitments freely entered into with colleagues are a real driver to action. Moreover, talking to industry leaders gave us the confidence to have a go because high levels of confidence were not necessarily something we had before participating in the program.

What resulted was a professional event attended by librarians, faculty, publishers and CAVAL. Scoping and managing the forum involved approaching potential speakers and adopting a ‘high-touch’ preparation with them leading up to event, developing a blog to generate discussion beforehand and to publicise the event as well as the simple logistics of catering and venue booking. All this was accomplished within a supportive, collegial framework which included some excellent advice from Annie Talve and Monica Redden that contributed to its smooth running, and in the process made each of us more conscious of our leadership role.

Our commitment to leadership development has continued after the event, with significant investment in debriefing and an ongoing commitment to share our experiences with colleagues. We have continued to develop our understanding of the open access as well as the logistics of staging a panel discussion.

Successful leadership requires commitment to development (practice makes perfect). It requires us to research the environment, manage our networks (collaboration) and be open to different approaches and thoughts (creative aliveness). All that enables us to take advantage of opportunities to influence the local (bring about change).

Lee Welch
Acting Editor
incite@alia.org.au

COLLABORATION KEY TO LEADERSHIP MIX

Talking About Open Access - a forum for a triologue with authors, publishers and librarians - was the result of participation in the CAVAL leadership program in 2010 for four Victorian library professionals. The forum project aimed to generate creative thinking and establish some common ground.

The CAVAL Leadership program was facilitated by Monica Redden and Annie Talve of Make Stuff Happen and was conducted over a four month period, using a range of techniques to explore issues of leadership. During the residential workshops, for example, the participants are able to meet, hear from and discuss issues with a range of leaders from the profession and the community.

In our program, participants were challenged to focus on the themes of change, collaboration and creative aliveness and to set personal ‘stretch’ goals based on those themes. We were part of a cohort of emerging library leaders from academic, public and government department libraries from both Australia and New Zealand and the program allowed us to develop a collective project that supported our individual stretch goals.

Collaborating on the project allowed us to exercise the personal attributes we were discussing in the leadership program but its voluntary nature also helped by allowing each of us to demonstrate leadership and initiative in being open to taking up an opportunity.

The chosen topic was not necessarily a new issue for each of us but we each seized the context to push further into the issues. Through regular teleconferences, we were able to identify how our various skills and experiences could contribute to our project. We also encouraged each other to take risks and use our access to the program facilitators to develop skills and learn new things.

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Laurie Atkinson, Manager, Library Operations, Department of Treasury and Finance
Deirdre Gillespie, Associate Director, Library Information Services, RMIT University
Frances O’Neill, Associate Librarian, Information Services, Victoria University
Michael Wood, Digital Infrastructure Manager, La Trobe University
frances.o’Neill@vu.edu.au
Leadership is a process and not something apart from the everyday, it is a component of the human and environmental systems that we serve. Leaders also understand that these living systems are dynamic and unpredictable. If there is one thing we know about the knowledge era, it is that it is an era of constant change and challenge.

What all this means is that leadership is no longer just about one – or a small group of – leader(s), as it may have been in the industrial era when we first began to research and quantify the concept. While it is true that designated leaders have certain rights, responsibilities and difficult decisions to make which cannot be transferred or delegated, they cannot do this work in a vacuum.

To be an effective knowledge enterprise leader it is necessary to harness the energy, resourcefulness and creativity of everyone in the enterprise. It is also important to acknowledge the significance of our more detailed and sophisticated post-industrial understanding of the leadership/followership relationship and how this process of working together benefits everyone and the organisation. This is because the speed of change, volatility and complexity of working in a knowledge-intensive enterprise requires everyone’s creative input.

Contemporary leadership is also closely connected to the notion of learning and expands it to include other concepts such as deep impact learning, re-learning and un-learning.

John Quincy Adams (1767–1848), the 6th US President understood the value of taking leadership personally when he declared, “if your actions inspire others to dream more, learn more, do more and become more, you are a leader”. Wise words from someone who lived through the industrial revolution and died more than a century before the knowledge era began.

**Recommended Reading**

Davis, H. 2010. The sustainability zeitgeist as a GPS for Worldly Leadership within the discourse of globalisation, European Academy of Management 10th Annual Conference: Back to the future. Rome, EURAM.


AURORA FOUNDATION LAUNCHES NEW EMERGING LEADERS PROGRAM

The Aurora Foundation’s new program, The Aurora Institute for Emerging Leaders is scheduled for 26th-29th July 2010 at Q Station, North Head, Sydney, and will be facilitated by David and Annie McCubbin from coup (coup.com.au/aboutus.aspx).

The program has been redesigned around a career development model exploring leadership capability, functional excellence, and critical experiences. Participants will explore their current reality and strengths, the rationale for action, a need for vision, strategy for action and the culture in which we develop as leaders.

The Foundation is also getting ready to offer our first Masterclass on Strategy and Planning later in the year in Sydney, with dates to be advised via our website as soon as they are finalised. The Masterclass will be structured so that it is not location-bound and we plan to take it to New Zealand as well as interstate in 2012.

These new programs are the result of extensive consultation and research over the last 12 months to review the content, structure and contribution to the profession of the Aurora Foundation.

As a result of feedback received, the Aurora Foundation Board has been exploring new options for leadership education and invited feedback from Aurora Alumni, mentors and Chief Executive Sponsors at two consultation workshops held last year in Sydney and New Zealand, at the LIANZA conference. The discussions at the workshops confirmed that we need to update the existing Aurora Leadership Institute program as well as look at options for further programs, particularly in the light of our increasingly networked information world.

In order to enrich our thinking in this area, the Aurora Foundation has joined with the Australian Business Foundation and Dr Marcus Foth, Assoc. Prof. and Principal Research Fellow, Urban Informatics Research Lab, Institute for Creative Industries and Innovation Queensland University of Technology, to explore how cultural institutions, including libraries, can drive innovation and sustainability in their operations and what impact this has on leadership, management and community involvement of these organisations. (Dr Foth’s discussion paper will be available midyear.)

We are also pleased to announce two new additions to the Aurora Foundation Board: Janine Schmidt and Maureen Lipinski.

The Aurora website has been upgraded and relaunched and application details for the Emerging Leaders program will be available on the new site from early April, or you can call Michelle Woolven on 0408 554 999.

Dagmar Schmidmaier AM FALIA
Chair Aurora Foundation Ltd
dschmidmaier@yahoo.com.au
AFTER AURORA, PUTTING THEORY INTO PRACTICE

Dyane Hosler talk about what comes after the training.

The Aurora experience was overwhelming and inspiring. I returned to New Zealand following the four days full of knowledge and excitement. The classroom theory and exercises at Thredbo helped shape my later directions and gave me the material to read and reread - a source of fuel to continue to light my inspirational flame.

However, theory varies from practical situations. Several occasions that followed gave me real life experience as a leader/manager. I quickly realised the importance of communication and of getting to understand the people in my team to enable and embed success. Alongside this was the importance to seek and listen, to find out why processes and thinking was the way it was, and therefore understand the woven fabric that existed. This included asking questions, watching from the library balcony and asking myself the questions about what makes my staff tick, about the routines and where the power lay in the team.

"Yes, I still have butterflies..."

Sometimes this was a complex matrix of patterns that took time to unravel and understand, but I always had in mind an end result of creating a better functioning team that aligned with the organisational goals and expectations.

The energy that further inspired me came through in-house leadership and coaching programmes, regularly touching base with an inspiring mentor, bouncing off ideas with peers and making time for continuous professional reading in leadership. Without all of these aspects knitting together, those new to leadership can find themselves on a blind journey of false turns, wrong decisions and lost opportunities.

I have found that some of the most difficult issues to deal with arise when you need to engage in a critical conversation with a team member.

Yes, I still have butterflies, however I have found that thoughtful preparation, a generous spirit and an expectation that there may be possibilities and outcomes emerging that you had not expected all assist in arriving at a positive outcome.

So what is leadership? I strongly feel it is about communicating, networking, and having influence. It can be lonely, but it yields results at unlikely times. Finally I believe it is about giving teams and individuals direction and challenges and opportunities to enable them to succeed.

Dyane Hosler
Team Leader, Christchurch Services to Schools
National Library of New Zealand
dyane.hosler@dia.govt.nz
Julie Gittus was introduced to the concept of shared leadership via an email from the State Library of Victoria, an invitation to library staff across the state to consider applying for the 2010 – 2011 Shared Leadership Program.

Although a relative new employee within the library sector, my experience in community health had given me a keen understanding of the vital role good leadership plays in the effective operation of any organisation. But shared leadership? What did that model entail?

A quick search on the internet revealed that shared leadership involved collaboration of those involved, rather than the focus being on an individual leader. It was about the group agreeing on a shared vision, as well as the careful allocation of tasks according to strengths to ensure the vision became a reality.

The Shared Leadership Program is a Statewide Public Library Development Project, which is funded annually by the Library Board of Victoria. The program promised the opportunity for a ‘deep learning experience’ over five months to extend leadership and teamwork skills, and required a commitment to attend four residential workshops – ten days in total - as well as dedicated time to work on team learning projects that would be of interest to libraries across the state.

2010 was the year I’d decided to put my hand up for opportunities that pushed me beyond my comfort zone. Also, I sensed that if put into practice, the shared leadership model had the potential to make a positive contribution to libraries across the state. And so, with the support of my manager, as well as my CEO Carolyn Macvean, I applied for the program.

Let’s fast forward. I’m fortunate to be one of twenty successful applicants and we are together in a big airy room overlooking the mountains on the outskirts of Melbourne. Our task is to negotiate which learning action projects we will be working on over the next five months. My cheeks are flushed. My pulse is up. Eventually I make a series of decisions that lead me to being a part of the Volunteer Action Learning Project with four unknown colleagues from libraries across the state.

We greet each other nervously. Our group task is to develop a kit that will help libraries engage young people as volunteers. I soon feel relieved that my new colleagues are as passionate about the project’s possibilities as I am and that our group is to be mentored by the project’s sponsor, Jenny Mustey, Library Services Manager of Campaspe Regional Library.

“...any form of leadership... requires a heightened capacity for self-reflection”

Our group’s commitment to our project, now renamed The ProTeen Tool Kit, has given us the opportunity to experience the challenges and benefits of the shared leadership concept. The project has also enabled us to put into practice all we are learning within the Shared Leadership Program – self-awareness, team dynamics, communication, even stress management.

Who among us, when working in a group, hasn’t had flash across our internal screen, “this would be so much easier if I could just do it myself”? But the fact is, five committed people have the capacity to achieve far more on a project than one of us alone. Through the trusting environment fostered by John Martin and Sue Upton, the Shared Leadership facilitators, group challenges have become a means to discover things about myself as well as others.

I’ve found the insights about the way I approach projects, and how that differs from those I work with, to be especially helpful. I now believe that the shared responsibility the five of us have developed for both our group and the project’s success is a key component of effective shared leadership. Over the last four months I have realised that any form of leadership, shared or otherwise, requires a heightened capacity for self-reflection as well as the ability to listen deeply to others. Only then can we work effectively with those around us to translate a shared vision into reality. It has been such a privilege to be a part of this learning process. I am looking forward to ensuring my shared leadership skills develop further within the context of public libraries.

Julie Gittus
Outreach Officer, Goldfields Library Corporation
julieg@ncgrl.vic.gov.au

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The ProTeen Action Learning Team
Left to right: Nicole Stute, Tanya Hosack, Martina Rasmussen, Felicity Marshall, Julie Gittus
Deb Zott describes the process of creating a team and allowing leadership traits to emerge.

Discussions about leadership training generally raise the objection that leadership cannot be taught or learned, because true leaders are born. While there is an element of truth in this, training programs can be effective in developing library professionals who aspire to management roles, or who wish to increase their strategic awareness.

In October 2008, I attended the Universities Australia Leadership Program at Deakin University in Geelong. This was a five day residential course for higher education staff such as tutors, lecturers, librarians, research assistants, human resources and administration staff. The program is now run by the LH Martin Institute as ‘Moving Into Management’. Through participation in this program, we gained an understanding of how the development of a task-focused team can produce leaders and the key qualities those leaders will demonstrate.

The program was highly participatory, with attendees grouped into teams of eight to ten to work together on project briefs. Each day offered a range of activities and sessions, typically beginning with a networking breakfast, followed by an all group session that recapped on the previous day and presented the outline for the current day. During these sessions there were opportunities for group discussion and presentations from leaders in higher education. The seating arrangements provided an excellent opportunity to meet new people as name cards were rearranged daily to encourage wider networking. This was also an exercise in dealing with change and building a quick rapport with a new team.

Each day, we each received a project brief to work on with our team, and were given an hour to brainstorm and prepare a presentation for the larger group. The topic might be unfamiliar to most of us but nevertheless we had to come up with a coherent presentation and a set of recommendations. It was important to make the most of every minute and to pool our resources. We were strangers with a common goal and it was essential to discover each others’ strengths very quickly so that team roles could be assigned effectively. Someone had to make the first move in bringing the team together, to initiate introductions, and set some team objectives and guidelines. Once the ice was broken and we had some terms of reference it was possible to move forward with our task. We needed a range of skills and we each volunteered for a key role within the team so that we could work together effectively to achieve our objective.

The team exercises provided valuable experiences such as time management, delegation, negotiation, brainstorming and thinking on our feet. We also needed to motivate and support each other, consider the organisation of our key points and practice our presentation skills. In order to consider our topic adequately and make recommendations, we had to think laterally and connect our ideas to real world situations. We also had to select points that best supported our recommendations, and review responses to our argument.

Team-base practical exercises, which required similar skills to the team projects, were held outdoors. Roles were alternated so that responsibilities varied.

It was not always clear who the leader was, or if indeed there was a leader, but the team dynamic was strong and focused on our common objective. In informal discussions, we extrapolated from these exercises some key characteristics of leadership. We found that a leader sees the bigger picture and recognises his/her own strengths and weaknesses as well as those of the team. A leader motivates and supports others to work together for a common goal, usually in line with a bigger strategic goal. A leader also negotiates with stakeholders and achieves consensus or compromise. Effective communication and sound decision making should be hallmarks of an effective leader. Effective leadership also requires the leader’s ego to be kept in check and finally, a leader should remain open to learning.

Deb Zott
Flinders University Library
Metadata and Acquisitions Services Librarian
deb.zott@flinders.edu.au

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www.librariesalive.com.au
Mary McGeoch wants flexibility and inspiration. I have worked with many types of leaders of varying ages and at different levels in diverse organisations. I have undertaken the role of a leader myself and I certainly understand firsthand the challenges that come with the job. I have also been most fortunate to be in the position of reporting to leaders whom I greatly admire and whose leadership style I truly appreciated.

My own background is predominately within the fields of human resources and psychology within the organisational setting and I also specialise in recruitment and have managed the recruitment process for numerous key leadership positions. Thanks to this experience I have seen directly the damaging consequences of placing an ineffective leader into such a significant role.

Leaders are said to drive the direction of the organisation and the managers steer the workforce in the predetermined direction accordingly. A colleague of mine once remarked that managers lead employees through the path in a forest and it is the leader’s role to inform the group that they are in the wrong forest.

I believe leaders need to have the most advanced level of core behavioural capabilities such as being enterprising, displaying the most sophisticated level of vision, inspiring their organisation, demonstrating organisational ownership and having the ability to interact with other individuals at a leadership level. I would suggest that certainly not everybody is naturally capable of this and that some individuals are naturally born to be leaders. I absolutely feel that this is true of some of the individuals for whom I have worked.

In my experience, those leaders who are less effective have tended to manage their role in a way which is separate from the people they are charged with leading. As a result, their impact on the organisation, and hence their true leadership, is limited.

I believe that the role of the leader in an organisation is also highly dependent upon the climate of the job market. I also think that this means the role, and as a result the individual within the role, requires flexibility. Leaders are expected to confidently guide their organisation through uncertain times and to retain and invigorate their workforce through times of skill shortages. Moreover, the busy nature of their role can add a further challenge by preventing them from having that personal touch with their staff. I agree with Kate Sweetman’s conclusion in the blog What’s Different About Leadership in 2011? that this means that the skills of leaders will need to increase over the next few years.

Mary M. McGeoch
Manager, Organisational Development,
Yarra Plenty Regional Library
mmcgeoch@yprl.vic.gov.au

WHAT I WANT IN A LEADER

“managers lead employees through the path in a forest and it is the leader’s role to inform the group that they are in the wrong forest”

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LEADER OR FOLLOWER: WHAT IF YOU'RE NOT THE CHOSEN ONE?

In J. K. Rowling’s Harry Potter series, the eponymous character is the Chosen One, fated to vanquish the evil wizard Lord Voldemort. Throughout the first six novels Harry fights his nemesis and other evil doers with the help of his friends Ron Weasley and Hermione Granger, as well as others. At times Ron and Hermione take on leadership roles too. Collaborative leadership rules. But at the end of the series Harry must face Lord Voldemort alone. After all, he is the Chosen One.

Sometimes it seems, even in libraries, that the only ‘right’ kind of leadership is that of the charismatic leader, the great person, the one individual who can get an organisation to not only work but to blaze into the future.

But what if you’re not super special? What if you do a great job but you’re not, well, the Chosen One? Because how can we all possibly be chosen and special when part of what makes that particular brand of leadership stand-out is because it is rare?

The fact is, no leader can lead without followers. Followers are generally not lemmings leaping off cliffs, sheep tag alongs, or cult members. Really. And yet sometimes, looking at job descriptions, a disregard for anyone who is not deemed a leader lingers - even if the person is employed to shelve or process books, or has a maintenance role like that of an electrician. Trying to run a contemporary library without electricity sometime and you’ll find the electrician role essential regardless of how the electrician fits into the library leadership schema.

In 2008 Barbara Kellerman introduced the ‘followership theory’, which proposes followers are becoming more important than ever. Yes, leaders are important, but leaders and followers have a near symbiotic relationship. By the way, followership theory is not a blandishment that everyone who merely turns up is therefore a ‘winner’ - school children and workers have always been aware of the real pecking order. Followers are not default leaders, but followers are important and influential to leadership.

Libraries are often collaborative. Think of document delivery, national and international virtual reference teams, and publisher-vendor-library triads. If every single person in every single team assumed a leadership stance - in the sense of the ‘great individual’ - the library system would fall apart.

Do we need leaders? Absolutely. But we need many more followers. And there’s no shame in that.

So if you’re not the Chosen One, take heart: Ron and Hermione followed, led and co-led with Harry Potter through six of seven novels. Although he conquered Lord Voldemort, he wasn’t alone in his mission until the very end. And libraries seldom have to battle iniquity as colossal as Lord Voldemort.

We need library leaders and followers for the amazing leaps forward, and for the everyday.

Doreen Sullivan
RMIT University Library
doreen.sullivan@rmit.edu.au

LEADERSHIP: WHEN’S THE PARTY?

Chris Roberts subscribes to the party leadership style. There are many aspects to leadership, but one I personally subscribe to is the ‘any excuse for a party’ aspect of leadership. This means lots of fun and food, gifts and good times are scattered throughout the busy working world that is a school library. I have found from years of interaction with staff that creating special occasions and taking time out for celebrating enhances team spirit and builds connections between staff that quite possibly would not happen any other way.

Our library workroom is now well known in the workplace as a place of food, fun and special occasions. We decorate with balloons, flowers, and signs, we use pretty tablecloths and china, give gifts, and generally take time out to enjoy the special times. These times mainly centre around birthdays but if a birthday is not conveniently coming up, we will create an alternative ‘occasion’. Our most recent event was a ‘getting on our feet’ party, to acknowledge being given some extra staff hours to open an adjacent library, but just until we ‘got on our feet’ - hence photos of feet decorated the morning tea table.

These events do not need to be expensive, as we generally each bring a plate. There is always enough left over to party-on through the day, and share with colleagues. Gifts and cards are an integral part of most celebrations. We each try to write a personal message in a card, to make a personal connection with the recipient. And often we will each contribute a few dollars to buy a small gift, often flowers or a pot plant.

Dressing up can often be part of the celebration too, with outfits for book fairs or Book Week being paraded around the school, and a focus on decorations in the main part of the library. On very special occasions, a poem will be written or a song sung.

The result is very positive - a team who have played together, and been acknowledged for their contributions, are generally more ready to put in the extra time and effort when next required. Taking time out to celebrate is not time wasted – it is a great investment in vital team players.

Regular acknowledgement of staff contributions, either verbally or in writing, is also a strategy for lifting staff morale and letting team members know they are special, noticed and appreciated.

So – when’s your next party?

Chris Roberts
Library Technician
crobe01@ncc.qld.edu.au
LEADERSHIP IN TURBULENT TIMES – NO SAINTS REQUIRED

Fi Emberton and Ian Spence of culture change and training consultancy Embervision have worked intensively in the UK over and have seen at first hand the pressure placed on leaders during a downturn.

Crisis leadership is not about expecting an unachievable saint-like state of perfection from you. Instead, it’s about recalibrating your leadership style to get you through.

Be clear about your outcomes and benefits

When the going gets tough, it’s tempting to panic and grab at any money-making idea or lose sight of the whole point of your organisation’s existence. Offering inappropriate services that have nothing to do with stated strategic organisational outcomes or eroding the core products has resulted in many cases in a downward spiral of lost custom, support and funding. Clarity around core business means when faced with changes such as new funding models you make strong decisions that will not erode those core resources and services for which you are known by your community and funding providers.

Prepare for a potential crisis well ahead by firmly and positively positioning your organisation in the eyes of your community and parent organisation. How? Firstly, articulate your vision (your description of the business you are in), such as information, literacy and community space. Describe the results of access or use of your services to your clients clearly, for example increased employability, school readiness, social connectedness or student retention rates. Secondly, communicate how your services will deliver on the intended outcomes of and for your parent organisation. These are the benefits, such as attracting and retaining business or staff to the parent organisation.

In this way your team and community will understand how your strategies, resources and services support key organisational and or community goals. Regardless of whether that’s improved employability for local students or research that improves the bottom line for a special library, if this is well understood you will be better positioning your library or information service in readiness for any downturn.

Be aware of the wider world

In our profession, we spend a lot of time with our colleagues. This can have a downside if it’s not balanced with awareness of the rest of the world. Great leaders are not only well informed about their own professional issues but also about those of the wider world. They read widely, network with other professions and are ready to take advantage of opportunities.

It’s a trap to fall into a narrow zeitgeist, or ‘group think’, leading to a sense that downturn and cut-backs are inevitable. We’ve seen library services taking cuts that other departments would simply refuse to accept. We’ve also seen struggling leaders resort to whinging about lack of money rather than redirecting their efforts to better communicating the value of their services to build support.

Communicate widely and candidly

Great leaders can be at their most inspiring during a crisis - often using storytelling to paint a picture that helps the team better relate to the change - and using tone and body language to build trust. Rather than only sending out factual memos or policies, they use a range of styles to motivate and inform the team.

The best leaders are those who listen openly and, importantly, without judgement to staff concerns and ideas. Yes, this does mean stifling tuts, sniggers and eye-rolling. In times of change and downturn it is valuable to explain decisions honestly and to consult only with an optimum number of people rather than everyone. As library workers we often discuss issues endlessly. In a crisis, if you cannot consult because of time or other external pressures, explain this to the team.

We see strong leaders as balanced between the two extremes of getting the task done and being friendly. Taking an interest in people is a must but so is getting the job done.

Retain the best

As a crisis looms, it is essential that issues are tackled and that poor behaviour is not tolerated. Dealing with people firmly and privately (what some call ‘courageous conversations’) will reduce team frustration and prevent you losing your best staff. Remember, restructures are not the way to exit staff as it’s often the poor performers that remain.

Tip: Discuss with your team the benefits your library service brings to your community and organisation. Keep asking ‘so what?’ to get to the root benefits and outcomes. Communicate these widely and powerfully.

Tip: Don’t accept cuts as a done deal but if you are faced with them, let the situation ignite your assertiveness. Renegotiate the deal to ensure critical critical resources and services are protected – and articulate what will happen for the parent organisation or community if they aren’t. And keep a watch on the wider environment for trends that might threaten your organisation in the future.

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Tip: During a crisis, communicate candidly with everyone – but don’t let the communication process delay decision making. Make those tough decisions and explain them.

Retain the best

As a crisis looms, it is essential that issues are tackled and that poor behaviour is not tolerated. Dealing with people firmly and privately (what some call ‘courageous conversations’) will reduce team frustration and prevent you losing your best staff. Remember, restructures are not the way to exit staff as it’s often the poor performers that remain.

Tip: To prepare for tough times, deal with any behaviour issues now and monitor your team to reduce any tensions and to maintain performance and motivation.

Fi Emberton and Ian Spence
Embervision
fiona@embervision.cc
OUTSTANDING SERVICE RECOGNISED BY STATE LIBRARY OF WESTERN AUSTRALIA

From time to time the Library Board of Western Australia confers the award of Fellow to someone who has made a meritorious contribution to the work of the Board and, by their outstanding efforts, has furthered the cause of library services in Western Australia. Patricia Gallaher OAM and Dr Lynn Allen will be presented with their Awards this month.

Patricia Gallaher OAM
Pat devoted almost 30 years to delivering exceptional public library services in regional Western Australia, including 20 years as the regional librarian for the Town (later City) of Geraldton. During this time she contributed to many professional groups and working parties that explored the delivery of new services. Following her retirement from the library she was elected to the City of Geraldton Council, and she also served a four year term on the Library Board of Western Australia from 2002 to 2006. Pat has a long and outstanding record as a member of the ALIA in Western Australia and has done much to encourage access to the arts in regional Western Australia.

ALL TOURS START AT THE LIBRARY

The Mount Gambier Public Library has been described as the best small city library in the world. This new library on South Australia’s Limestone Coast opened in December 2009 and was immediately embraced by local residents, with a big increase in memberships and high levels of usage by the community. After a year of operation the library has introduced a new service – free bicycle hire – and is possibly the first public library in Australia to do so.

The idea came about when Anna Lambden, City of Mount Gambier Sustainability Officer, began to think about ways to promote sustainable transport and create active workplaces. After consultation with council staff, a free bike scheme seemed the ideal way to achieve this. The library was chosen as the best site to operate the scheme because of its central location, its prominence as a community hub and its seven day per week opening hours. And, after all, don’t libraries know best how to lend things?

A local bike shop assisted with the selection of good quality urban-style bikes to minimise the chance of mechanical problems. Four bikes (one with a child seat) are available, equipped with three gears, adjustable seats, basket, lock and helmet. Anyone can borrow a bike with proof of identity and a credit card impression for security. So far the scheme has been well received with publicity through the local press and television. The bikes are being used regularly by both residents and tourists.

Supporters include local and state government agencies, Friends of the Library and a number of local businesses and individuals.


Rosalie Day - Connecting Up Australia
rd@connectingup.org
You are invited to submit abstracts relating to the use of information and communications technology for eM-powering eFutures across the galleries, libraries, archives and museum sectors. Closing date for submissions 30 April 2011.

VALA2012 will have a wide range of sponsorship and exhibition opportunities available.

For further information contact VALA2012 Conference Office on +61 3 9645 6311 or vala2012@wsm.com.au


MayDay brings together libraries, archives and other cultural and historical institutions to focus on disaster proofing for our collections.

ALIA is a supporter of MayDay, along with our partners in Blue Shield Australia.

Check the Blue Shield Australia website for useful links and advice on emergency prevention, preparedness, response and recovery any time at www.blueshieldaustralia.org.au

Do you have a counter-disaster plan? Is it current? Maybe it’s time for a refresher for your staff. (If you haven’t got one, you will find excellent guidelines put together by Collections Australia Network at www.collectionsaustralia.net/sector_info_item/2

Do you know what the three biggest risks to your collection or heritage site are?

Can you name and prioritise your most important items?

Do you have a partner organisation to assist in case of an emergency?

Are your staff aware of your emergency response guidelines? Do they need to do some training?

What about your business continuity planning?
User interface gripes

Even after all these years, we’re still finding websites getting in the way of users. I tried to download my monthly report from a toll company (I assumed it was in PDF format) but it wouldn’t print. A little detective work showed that it was indeed a PDF, but the extension on the file was .asp and my Mac couldn’t interpret that in the way they wanted. After two calls to the company’s helpline and two e-mails to their support address I was still getting responses that showed that they weren’t listening to, or reading what I was saying.

A different gripe was on an online banking site. This one required you to set up an account by inputting a lot of information, but gave you no clear indication that your task had been successful - which would have meant that many users assumed the worst and went through the whole application over and over. Which in turn would have caused more work for the bank.

ALT text explained

The most obvious accessibility feature on websites is the application of ALT text for images. It’s also the feature that most Web managers get wrong: having too little or too much or the wrong information. Dey Alexander has spent a lot of effort providing some very useful tips, summarised by these questions: when writing text alternatives for your images, you need to consider the role of the image.

- What are you using the image for?
- What is it meant to do, say or mean?
- What is the context in which it is used?
- What else is on this page that might affect how you should provide a text alternative for the image?

See her answers at tinyurl.com/4pqeeg

All over the spectrum

I’ve seen a few explanations of colour theory over the years, but nothing has made so much sense as the post by Jason Cohen at blog.asmartbear.com/color-wheels.html

It takes a bit of time to get through, but after reading it you’ll be much better informed about colour relationships, and why inks are CMYK and not RGB, and oh so much more.

Be careful, be very careful

A word of warning to anyone planning on putting their photos up on Flickr - don’t forget the back-up. Apparently the people who run it don’t believe in such mundane concepts. A user named Mirco Wilhelm found he couldn’t log on to his account, and when he queried this he found that they’d deleted the account, his 4,000 photos and all the comments and other social network aspects of his collection.

And they said that none of it could be recovered, but later they did manage to find the lost photos, although the restore wasn’t completely error-free. The whole saga is reported at tinyurl.com/4rtnzkf.

Left hand and right hand ...

Pity the poor accessibility experts at Adobe. They are continuing to do their best to make progress in delivering PDFs that can be properly read by Assistive Technology, and they keep on sending out the message that training is essential in creating accessible PDFs, but they’re let down by the other part of the organisation. According to the blog post by John Eric Brandt at jebswebs.net/blog/2011/01/flaws-found-in-adobe-acrobat-pro-x/, the latest release of Adobe Acrobat Pro has the wrong instructions for fixing problems in PDFs. The good (?) news is that the Acrobat team is on the case, but it may not be corrected until the next version is released.

Data - free to a good home

Ah, the problems of analogies. Gartner’s Andrea Di Maio is casting an ever more critical eye on Open Government initiatives (tinyurl.com/4s2vrz6) – and stimulating debate along the way. AGIMO’s John Sheridan weighed in with a nice little illustration of some of the concepts of the release of government information by likening it to putting out an old bicycle on a kerbside trash pick-up day, and pointing out that you don’t really care what happens to the bike - who picks it up, how safely they ride it, whether they turn it into a money-making venture and so on. Appealing as this comparison is, it ignores a few of the more contentious issues, like how do people know what you’re leaving out and more importantly, that it can be used over and over with no impairment to the original data.

Link forging ahead

And here’s a tip of the hat to some Australian Internet history. Tony Barry (formerly of the ANU Library) has done a grand job over the past sixteen years in managing Link – an e-mail based discussion list that brought together librarians, computer scientists, networking specialists, journalists and many others to discuss important matters dealing with networks in general and the Internet in particular. Now the major topic of conversation is the National Broadband Network, but the discussion is still carried out in a good natured way and the community still regulates itself remarkably well. Tony has passed the baton to a willing group of volunteers and we expect Link to continue to be a source of useful discussion. You’re most welcome to join at mailman.anu.edu.au/mailman/listinfo/link.

More on my blog

www.alia.org.au/webbsblog
Inspired or expired...

Anne Lahey asks are we adequately training our potential library and information sector (LIS) leaders to be ready for the expectations of the future?

Leadership
As I sat down to write this article, I thought about the various library and information services where I’ve worked and tried to recall what sort of training or preparation was provided to staff in terms of leadership or management development. Wasn’t there...? Didn’t we...? Actually, no there wasn’t and no we didn’t. No training. No preparation. Leadership? Haven’t even heard the word mentioned. It strikes me as unusual that as a profession, there is very little discussed and offered in the way of management and leadership training for our next generation of library managers.

And by the way, management is not synonymous with leadership. Within and without the LIS profession, I have experienced exceptionally good, and exceptionally bad, managers. It is often said that librarians want to be librarians, not managers. For the most part, this is most likely true. However, at the lightning pace at which the profession and its needs are changing, it is no longer sufficient for us to look to someone else to do the leading. There is no one else. The ‘greying’ of the profession forces us to look at our next generation of managers, and offers us the opportunity to influence how this changing of the guard will play out.

Management
As I look around the workplace, I can identify a number of colleagues with the qualities needed for strong leadership, but who would never have contemplated a senior leadership position. A lack of development opportunities captures employees in a routine and strata from which they feel unable to break free. Without the skills required to fill a managerial vacancy, many long-term staff would not even consider themselves as fit to apply for such a position, merely due to a lack of knowledge in basic managerial duties, such as budgets and report writing.

To a certain extent, management can be taught, but leadership requires personality traits that already exist – fortitude, honesty, drive and the will to make a success of their staff, themselves and their workplaces. It seems to me that many long-serving staff have long ago lost the will to achieve anything more than the status quo. As a new graduate, where do I look for leadership and inspiration? It may sound corny, but I want someone to look up to; I want to be inspired.

Barriers
A situation particular to those of us in more remote areas is lower rates of staff turnover. As a result, there is little exposure to external influences in regard to role models – managers have learnt management from their predecessors, who may have had little or no formal management training of their own. This fact imposes a commitment to self-development on us all – pursuing our own opportunities, developing our own networks that are capable of not only inspiring us but also sustaining and fostering that inspiration.

If we are to avoid the passive managerial practices of the past, we must be proactive in developing ourselves as leaders of the future. How can regional areas attract and grow inspired and dedicated leaders if we don’t take charge of our own professional futures? We cannot rest on our laurels waiting to be given the tools to take over tomorrow – they may never arrive.

Succession planning
The list of a good manager’s responsibilities includes a commitment to succession planning. Contemporary LIS management must have a firm commitment to succession planning in order to meet the needs of the LIS organisations of the future. This commitment means managers must create an environment where staff will thrive and retention rates will prosper. By supporting and fostering passion and ambition in their employees, our current leaders are laying the foundations for the future.

A practical and achievable avenue for developing the leaders of tomorrow is by encouraging employees to engage in professional development opportunities such as conferences and workshops. Engaging in professional development activities ensures LIS professionals remain inspired and passionate about their profession, resulting in an innovative and enthusiastic next generation of leaders who will have the ideas to ensure libraries of the future do not expire.

Anne Lahey
anne.lahey@jcu.edu.au

Anne Lahey is a Liaison Librarian at James Cook University Townsville and has worked in libraries throughout regional Queensland since 2002. A former police officer, Anne shifted her focus to librarianship and gained her Bachelor’s via external studies through Charles Sturt University in 2010. Anne has a keen interest in the future of librarianship, specifically how contemporary libraries plan for, and cope with, change management.
ASSOCIATION NEWS

ALIA AWARD WINNERS
RECOGNISED AT ONLINE

Information Online in Sydney was the venue for the presentation for the latest ALIA Award presentations.

Amongst the recipients, as previously reported in inCite, Andrew Wells was welcomed as the newest Fellow of the Association. This award is given in recognition of an exceptionally high standard of proficiency in library and information science and in recognition of a Andrew’s distinguished contribution to the field.

Two Letters of Recognition were also presented in Sydney. The first of these was awarded to Sarah Garnett for her wonderful initiative, the Benjamin Andrew Footpath Library. This out-of-the-ordinary library service provides access to books for Sydney’s homeless. Sarah will be a keynote speaker at the ALIA Library Technician’s Conference in Perth this September, where she will talk about the creation of this much-loved service.

Rosemary McLauchlan also received a Letter of Recognition and ALIA’s gratitude for her involvement in, and dedication to, the Information Online Committee.

Each year, ALIA offers study grants of up to $5000 to enable library professionals to undertake projects that would otherwise be outside their resources. As reported in our December issue, Naomi Doessel received a 2010 Study Grant for her project researching conference mentoring. Naomi was officially presented with her award at the Online event, along with Vivienne Conway, whose research into website accessibility was supported with the 2010 Twila Ann Janssen Her Research Award for Disability Services. This research award encourages early library and information sector practitioners to investigate potential improvements in disability services.

David McInnes
ALIA Groups and Awards Coordinator
david.mcinnes@alia.org.au

Award winner images from top: Andrew Wells, Sarah Garnett, Rosemary McLauchlan and Vivienne Conway. (Top three winners pictured with Graham Black, Board President)
ALIA NATIONAL LIBRARY & INFORMATION TECHNICIANS CONFERENCE

Conference update

Full paper submissions: thanks to all who submitted abstracts. Author notifications have now been sent and we’re looking forward to receiving your full papers.

Sponsorship and exhibition opportunities: Limited opportunities to be part of the trade exhibition or sponsor the conference are still available. Act now – contact us at libtech2011@iceaustralia.com

Alison Sutherland announced as keynote speaker
Alison Sutherland of the State Library of Western Australia will be a keynote speaker at Libtech2011. Alison first became involved with libraries at the age of six when she created her first due date slips and progressing to receiving her first date stamp in her Christmas stocking when she was nine. At 11, she took up a voluntary role at the Marmion Primary School and by the age of 14 Alison was volunteering at Duncraig/Sorrento Public Library. Since then, Alison has worked in school, health, special and academic libraries over a 20 year career that has included experience in acquisitions, serials, cataloguing, circulation, information literacy, reference and electronic resources and working in London and Western Australia.

For more speaker profiles, visit the Keynote speakers page on the conference website.

Keep informed

conferences.alia.org.au/libtech2011
www.flickr.com/photos/libtech2011
Search - ‘ALIA National Library & Information Technicians 2011 Conference’
ALIALibtec, hashtag #ALIALibtec
libtech2011@iceaustralia.com.au

REMIXER – YOU NEED TO BE THERE!

Friday September 16, 2011
The Remixer event will mark the finale of the 2011 Library and Information Technicians conference and open proceedings for the fifth New Librarians Symposium.

Meet new people, catch up with old friends, catch up on what’s happened and what’s to come. Where else would you want to be?
Check the NLS5 website for all the details.

THE ALIA 5TH NEW LIBRARIANS SYMPOSIUM (2011)

Preliminary program now available: Visit the symposium website at conferences.alia.org.au/nls5/ to download your copy. Registrations will open soon.

Get social: Mark your diary now for the Remixer drinks to mark the finale of Libtech2011 and herald the opening of NLS5. Check out the social program on the symposium website for full social functions details.

Sponsorship packages selling fast: This is the conference to capture the attention of the emerging leaders in the library and information sector.
Contact us now on (02) 9368 1200 or aliasponsorship@iceaustralia.com and let’s talk.

Don’t miss out!

Keep informed

conferences.alia.org.au/nls5
Search - ALIA NLS5 2011
nls5, hashtag# nls5
alianls5.wordpress.com
see what stuff we can find for you!
### NEW MEMBERS

**Member to Associate**
- Poh Lin Teow, WA
- Jinru Zhu, NSW
- Russell Woodford, VIC
- Steven Bird, VIC
- Anna Shermardine, QLD
- Janet Henderson, TAS
- Jenni Morellini, WA
- Alison Edwards, NSW
- Han Leng Lee, WA
- Lyndelle Gunton, QLD
- Helen Edney, NT

**Member to Technician**
- Nasira Iqbal, NSW
- Leigh Thevissen, WA
- Joanne Coleman, QLD

**New Associate**
- Suzanne Bradley, VIC
- Elham Sayjad Abdi, QLD
- Maris Parker, NSW
- Masami Yamaguchi, NSW
- Lynne Maree James, NSW
- Lauren Thompson, VIC

**New Institution**
- St Kevins College, VIC
- Hale School, WA

**New Library Technician**
- Naomi Newton, ACT
- Amy Barker, NSW
- Catherine James, ACT
- Susan Wright, NSW
- Mai Kieu Quach, QLD
- Fiona Grigg, WA
- Tracy Smart, QLD
- Hayley Barney, VIC
- Catherine Matthys, NSW
- Flax Soetjandra, NSW
- Allison Black, NSW
- Emily Meng Yen Lee, VIC
- Barbara Nicholls, QLD
- Miranda Pugsley, NSW
- Elisabeth Shields, ACT
- Kathryn Albright, VIC
- Kirsty Butter, QLD
- Elisabeth Sori, NSW
- Geoffrey McLaughlin, SA
- Anthony McLaughlin, NSW
- Wen Yee Chu, VIC
- Sophie Naylor, VIC
- Dr. Angela Orth, NSW
- Melissa Wills, VIC
- Natasha Hill, VIC
- Todd Orme, VIC
- Heidi Boer, VIC
- Kara Williams, QLD
- Clare Zabarauskas, VIC
- Karyn Ainsworth, NSW
- Nigel Waters, ACT
- Angela Baxter, WA
- David Allen, QLD
- Kati Punaro, WA
- Colin Ford, QLD
- Julie Schipplock, QLD
- Lauren Gobbett, QLD
- Deborah Thompson, QLD
- Yvette Simonson, ACT
- Anna Ilic, WA
- Janet Boyd, QLD
- Sue Lavery, ACT
- Margaret Pembroke, NSW
- Fiona Macdonald, NSW
- Rachel Mackenzie, ACT
- Melissa Donaldson, NSW
- Edna Baluyot, NSW
- Coral Dyason, VIC
- Zachary Golus, QLD
- Yoko Jenkins, VIC
- Gerry An, QLD
- Mary McGeoch, ACT
- Leanne Fischer, QLD
- Petrina Duffy, NSW

**Readmitting Associate**
- Roslyn Cousins, VIC
- Lesley Alexander, QLD
- Michelle Farrow, NSW
- Hayley Crookes, WA

**Readmitting Member**
- Margaret Keyte, QLD
- Marita Baum, VIC
- Vicki Bunce, QLD
- Julie Sienkowski, ACT

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Leadership is one of those evocative words that elicits an impassioned opinion about what it means, whether we are talking politics, sport, religion or the workplace.

We all have individual preconceived notions of what leadership is and looks like (for example, a leader’s character and personality traits, skills, behaviours, attitudes and values) and whether we consequently recognize leadership in others. We have a picture of leadership that we believe in and if it matches what is put before us then we are more likely to accept it as leadership and realize ourselves as followers. Based on our life and work experiences we construct an image of leadership that is innate within our psyche – it is something that feels right or it doesn’t. We can’t always articulate why we accept or reject someone’s leadership.

“The leadership can be described as a state of mind or an attitude, something that we can all practice if we choose. It could be simply that every day you strive for excellence in professional practice. Perhaps it’s demonstrated through your commitment to professional development, or by investing in your professional association through membership and contributing to the profession by an active involvement in committees or local groups. Whatever it is, don’t stop – it’s an important contribution to your workplace, to your association and your profession.”

Janetta Mascilongo
Director, Professional Services ALIA
janetta.mascilongo@alia.org.au

One thing is surely true, without the belief and acceptance of followers, there can’t be any meaningful leadership. Leadership is dependent on the willingness of others to be influenced. Each empowers the other to achieve.

The most important question perhaps is what kind of leader are you? Sure, you are a leader if your organisation has delegated responsibilities that put you in charge of teams or services, but there are opportunities to show and develop leadership capabilities even if this is not the case.

Leadership can be described as a state of mind or an attitude, something that we can all practice if we choose. It could be simply that every day you strive for excellence in professional practice. Maybe you are supporting or mentoring a co-worker as they undertake a new project or role. Do you speak up when needed and give feedback honestly and constructively? Perhaps it’s demonstrated through your commitment to professional development, or by investing in your professional association through membership and contributing to the profession by an active involvement in committees or local groups. Whatever it is, don’t stop – it’s an important contribution to your workplace, to your association and to your profession.

Janetta Mascilongo
Director, Professional Services ALIA
janetta.mascilongo@alia.org.au
National Simultaneous Storytime
11:00am Wednesday 25 May 2011

Feathers for Phoebe
Rod Clement