Depository Library Council
Spring 2018
Virtual Meeting
#DLCVirtual18
April 18-20/2018

Succession Planning

Presenters:

Paige Shank, Government Documents Librarian, Dallas Public Library

Julie Leuzinger, Associate Librarian, University of North Texas

Jennifer Rowe, Assistant Librarian, University of North Texas

Moderators:

Robbie Sittel, Head of the Eagle Commons Library, University of North Texas

Mary Clark, Director of Acquisitions and Access Management, The Library of Virginia

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No Succession Plan? How I Adapted in a New Role with Little Training or Succession Notes

Paige Shank
Government Documents Librarian
Dallas Public Library, Dallas TX

How I found my way

✓Challenges

✓ What help was available/mentors

How I found my way

- ✓Starting in my role after previous gov doc coordinator retired
- ✓How my experience could have been different

How I found my way

- ✓Experience transitioning with no previous training or experience
- ✓What would have been helpful to have in place
- ✓Tools

How I found my way

✓Where I am now

✓What I hope to accomplish

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Mentoring and Succession Planning in Libraries

Julie Leuzinger, Department of Library Learning Services Head

&

Jennifer Rowe, Social Sciences and Community Engagement Librarian

In the beginning . . .

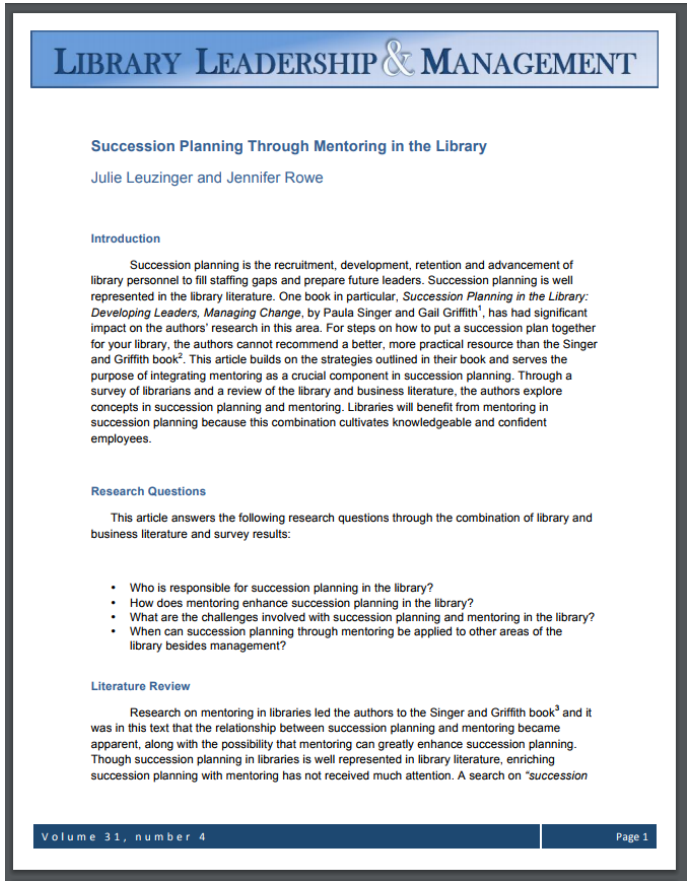
- Mentoring
  - A formal or informal professional partnership between individuals that includes teaching, supporting, advising, guiding, or advocating, and is beneficial for all parties
- Succession planning
  - Recruitment, development, retention, and advancement of library personnel to fill staffing gaps and prepare future leaders

Poll: Do you have a . . .

- (MP) Mentoring Program
- (SP) Succession Plan
- (B) Both
- (N) Neither
- (IDK) I don’t know

Our research

- Who is responsible for succession planning in the library?
- How does mentoring enhance succession planning in the library?
- What are the challenges involved with succession planning and mentoring in the library?
- When can succession planning be applied to other areas besides management?



LIBRARY LEADERSHIP & MANAGEMENT

Succession Planning Through Mentoring in the Library

Julie Leuzinger and Jennifer Rowe

Introduction

Succession planning is the recruitment, development, retention and advancement of library personnel to fill staffing gaps and prepare future leaders. Succession planning is well represented in the library literature. One book in particular, *Succession Planning in the Library: Developing Leaders, Managing Change*, by Paula Singer and Gail Griffith[1], has had significant impact on the authors' research in this area. For steps on how to put a succession plan together for your library, the authors cannot recommend a better, more practical resource than the Singer and Griffith book[2]. This article builds on the strategies outlined in their book and serves the purpose of integrating mentoring as a crucial component in succession planning. Through a survey of librarians and a review of the library and business literature, the authors explore concepts in succession planning and mentoring. Libraries will benefit from mentoring in succession planning because this combination cultivates knowledgeable and confident employees.

Research Questions

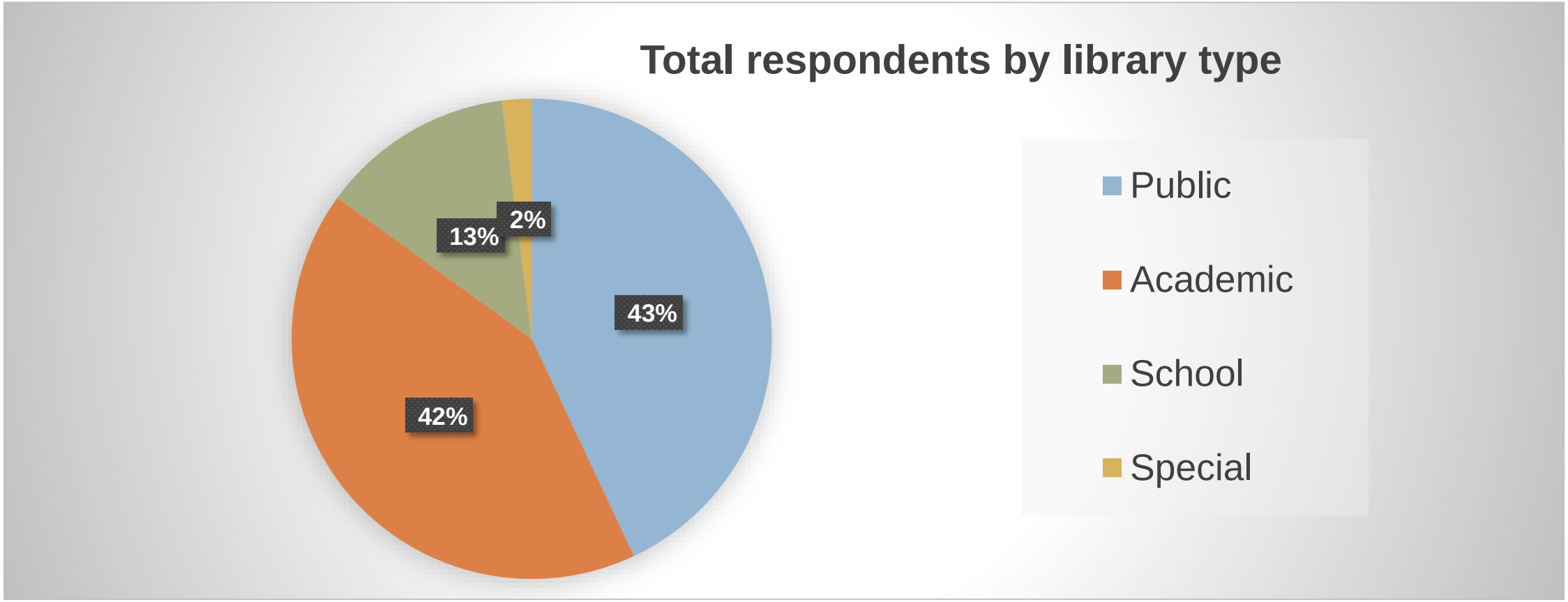
This article answers the following research questions through the combination of library and business literature and survey results:

- Who is responsible for succession planning in the library?
- How does mentoring enhance succession planning in the library?
- What are the challenges involved with succession planning and mentoring in the library?
- When can succession planning through mentoring be applied to other areas of the library besides management?

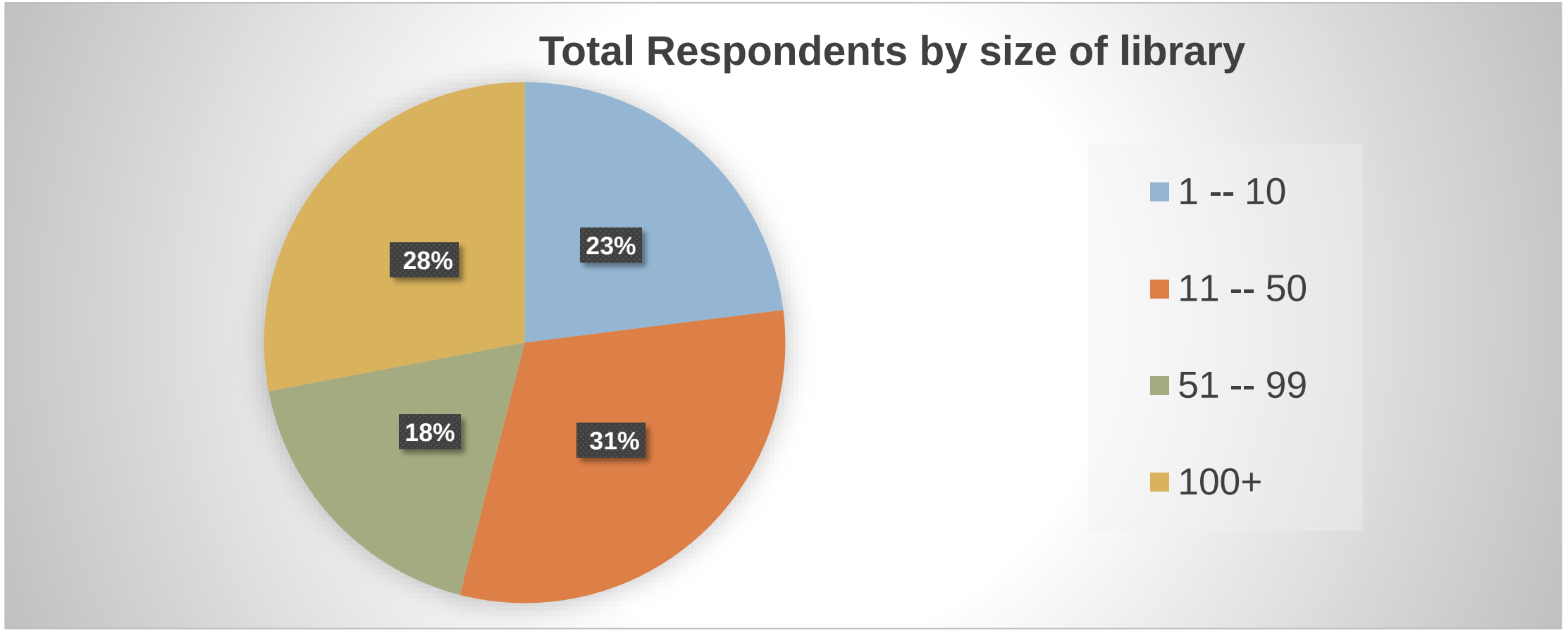
Literature Review

Research on mentoring in libraries led the authors to the Singer and Griffith book[3] and it was in this text that the relationship between succession planning and mentoring became apparent, along with the possibility that mentoring can greatly enhance succession planning. Though succession planning in libraries is well represented in library literature, enriching succession planning with mentoring has not received much attention. A search on *"succession*

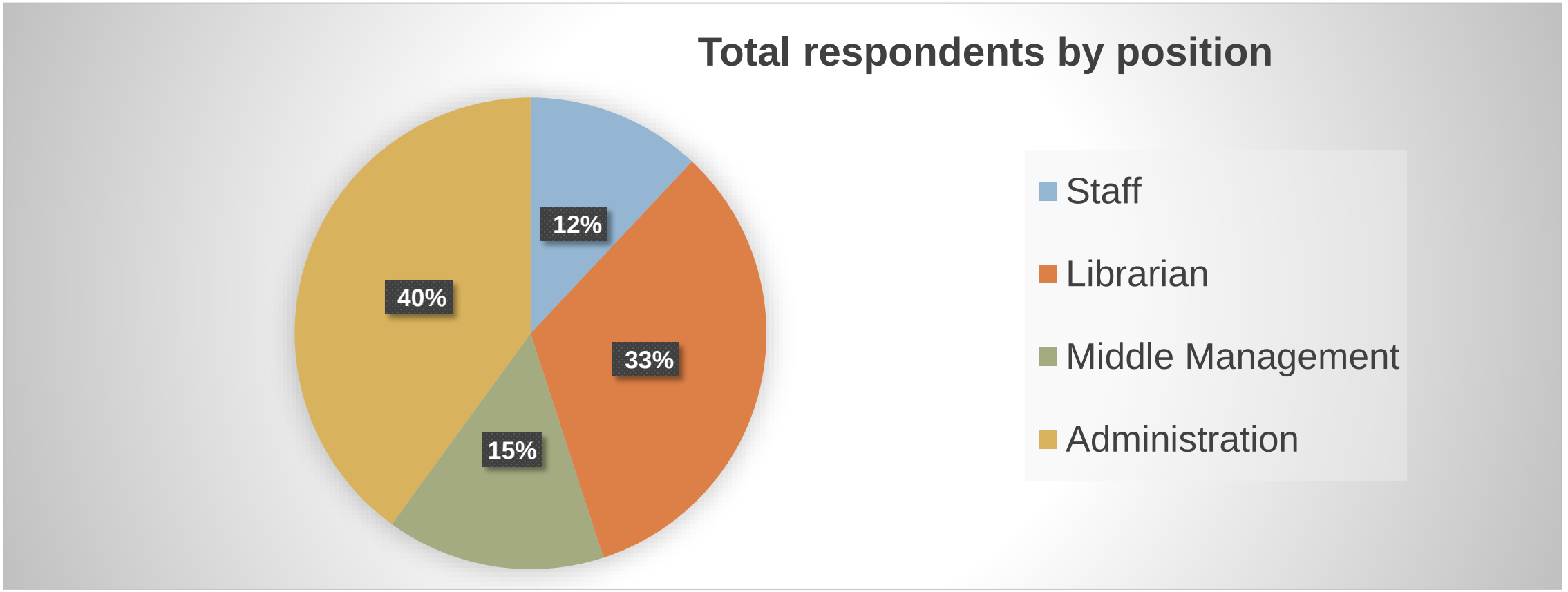
Responses to our survey



Responses to our survey



Responses to our survey



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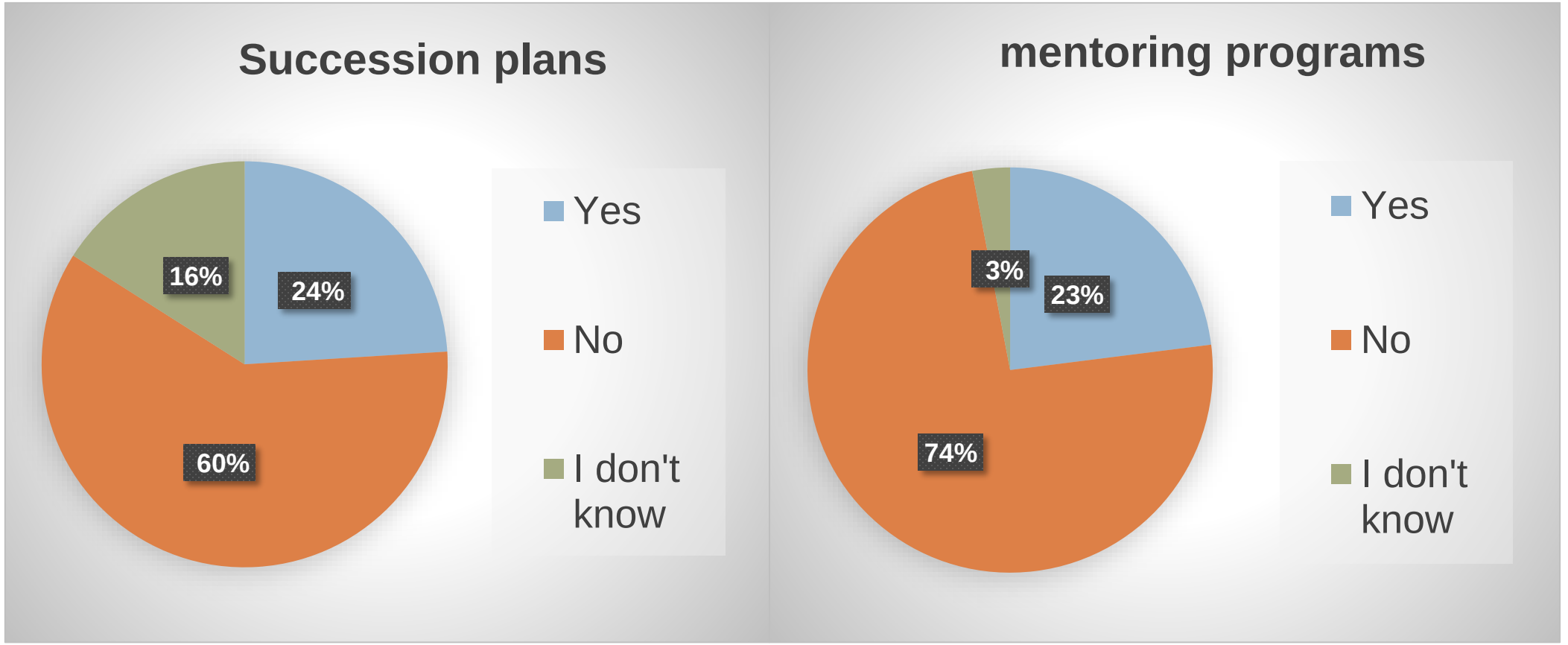

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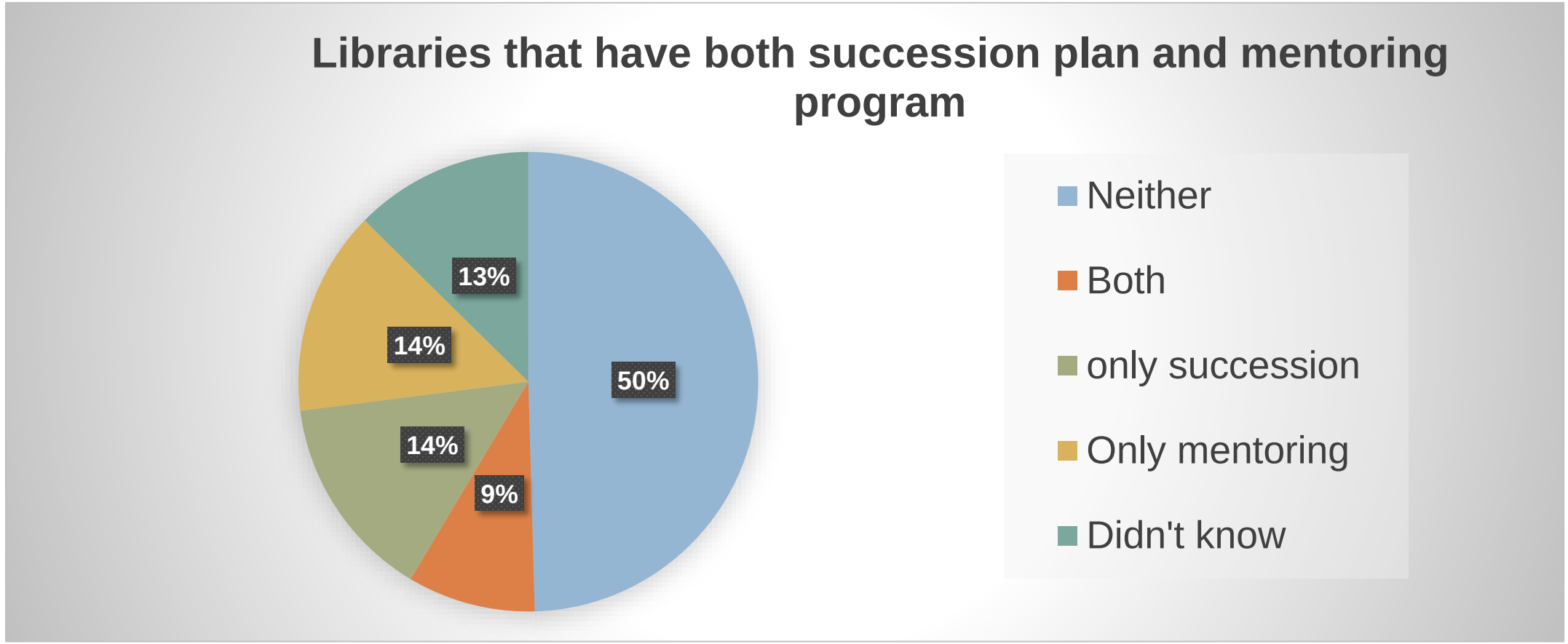

Who bears responsibility for succession planning in the library?

The short answer = everyone.

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How does mentoring enhance succession planning in the library?

- Mentoring is beneficial for the individuals and the organization
- Employees ready to take on leadership roles

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What are the challenges involved with succession planning in the library?

- Time
- Getting mentors invested
- Getting buy-in from all levels

Challenge by Institute for Web Science : (CC BY-SA 2.0)

When can succession planning be applied to other areas of the library besides management?

- Specialized jobs (e.g.: catalogers)
- Providing training and growth opportunities to everyone increases “bench strength”

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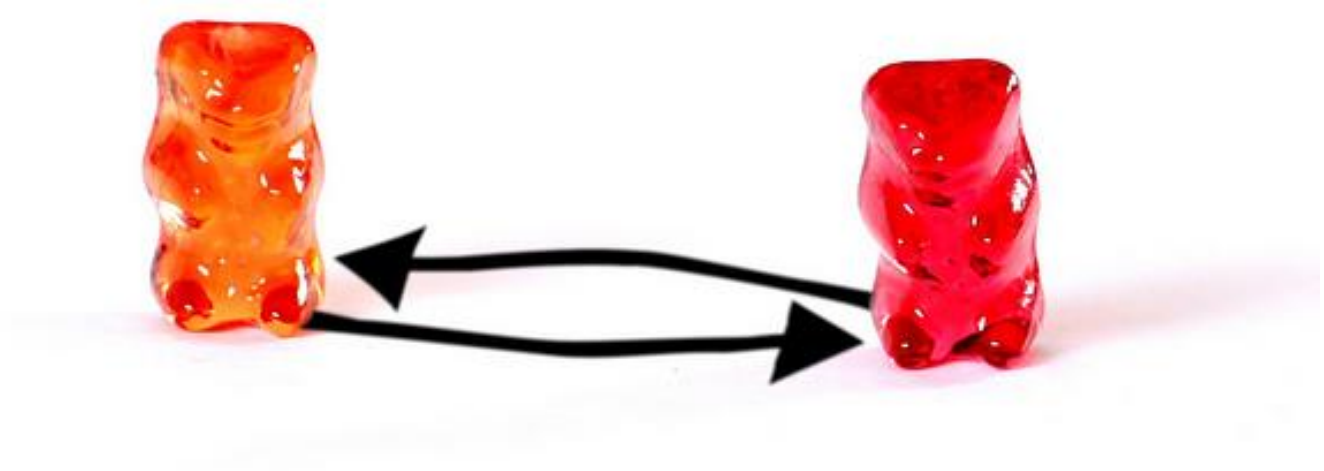
Recommendations – Keep mentoring in mind

- Mentoring is for everyone
- Identify key competencies



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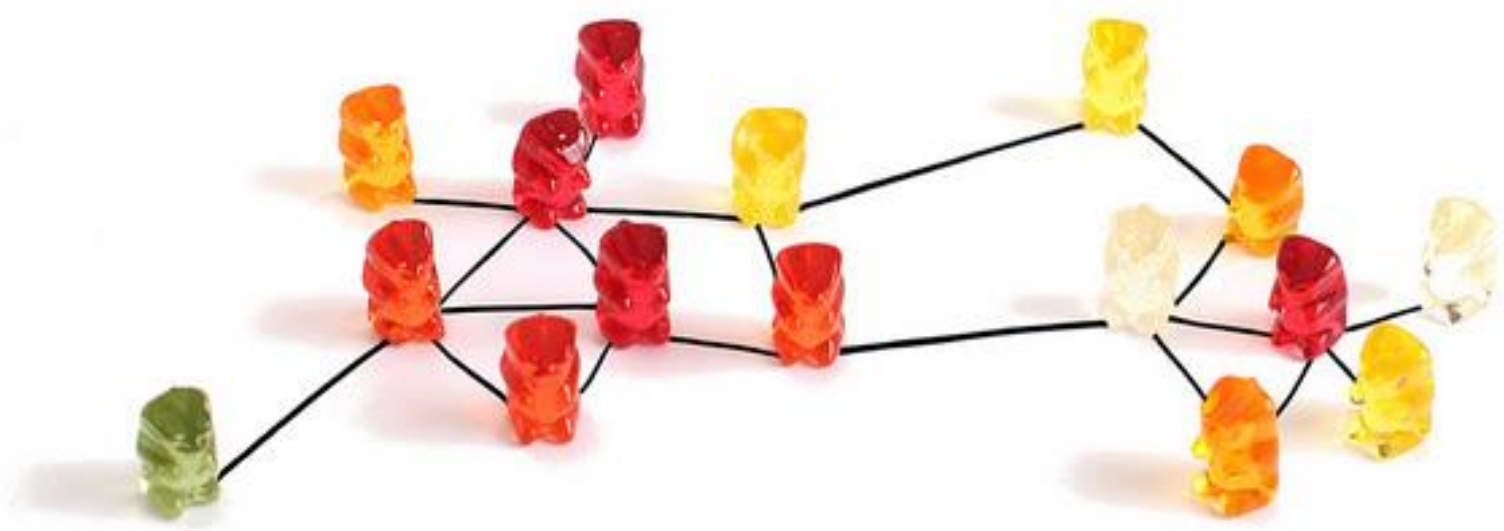
Recommendations – mentoring networks

- Peer mentors, newer mentors, and senior mentors
- Professional associations
- Social media



socialGummyNetwork by Institute for Web Science: (CC BY-SA 2.0)

Recommended Readings

Ceylan, Humeyra. (2006). Learning in Spite of Being Solo. *Library and Information Update*, 5(1/2), 33.

Hussey, L. K., & Campbell-Meier, J. (2017). Is there a mentoring culture within the LIS profession?. J*ournal Of Library Administration*, 57(5), 500-516.

Leuzinger, J. J., & Rowe, J. J. (2017). Succession planning through mentoring in the library. *Library Leadership & Management*, 31(4), 1-22. https://journals.tdl.org/llm/index.php/llm/article/view/7212\

Leuzinger, J. & Rowe, J. Succession planning through mentoring in the library survey [Dataset], May 8, 2016; (digital.library.unt.edu/ark:/67531/metadc848632/: accessed March 2, 2018), University of North Texas Libraries, Digital Library, digital.library.unt.edu; .

Recommended Readings

Murphy, W., & Kram, K. E. (2014). Strategic relationships at work: Creating your circle of mentors, sponsors, and peers for success in business and life.

Singer, P. M., & Griffith, G. (2010). Succession planning in the library: Developing leaders, managing change. Chicago: American Library Association.

Sullivan, M., & Stueart, R. D. (2010). Developing library leaders: A how-to-do-it manual for coaching, team building, and mentoring library staff. Neal-Schuman Publishers.

We would love to hear from you.

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Questions?