



Nurturing Future Library Leaders

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Library
leaders learn
in the
workplace



Libraries must have a culture
and supportive mechanisms
that nurtures professional
development



Hard + Soft
skills



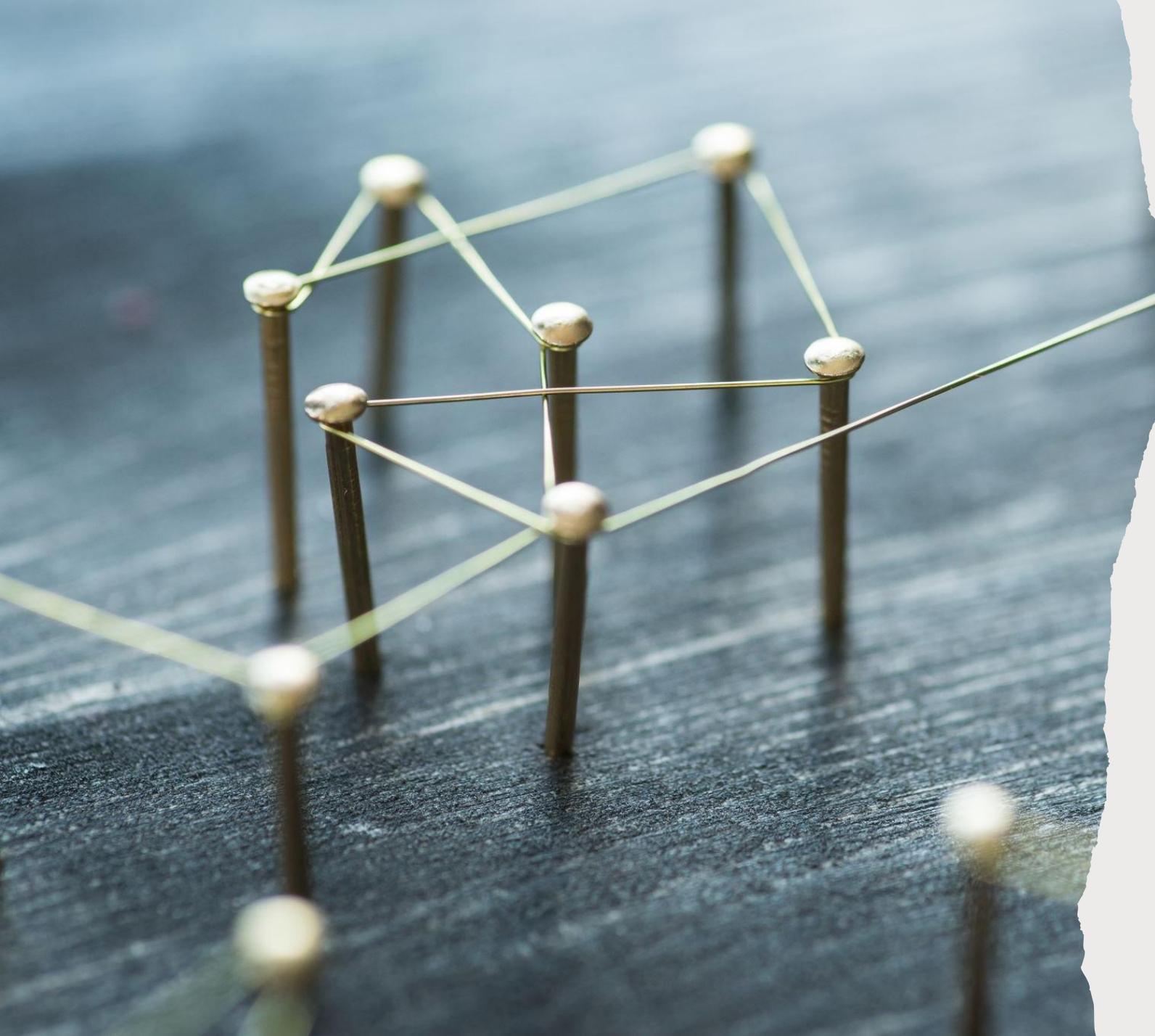
...highlighting skills development which meeting
missions benefits both librarians and
the library





*HKUST Library
supports leadership
development through*

- *Sponsorship for training programs and conferences*
- *teamwork structure*



Cross-
functional
teamwork
structure

Functional Sections are silos of human resources

Typically, we have...

Collection

Cataloging

Acquisitions

Reference

Systems

...

An illustration of three people in a creative workspace. On the left, a man with a beard and a blue shirt is sitting on a stack of books, holding a blue pen and looking thoughtful. In the center, a woman with blue hair and a blue sweater is standing and pointing towards a lightbulb. On the right, a woman with dark hair and a yellow patterned sweater is kneeling on the floor, looking at a grid with various geometric shapes. The background is filled with various geometric shapes like circles, triangles, and squares, along with a glowing lightbulb and abstract lines. The overall style is colorful and artistic.

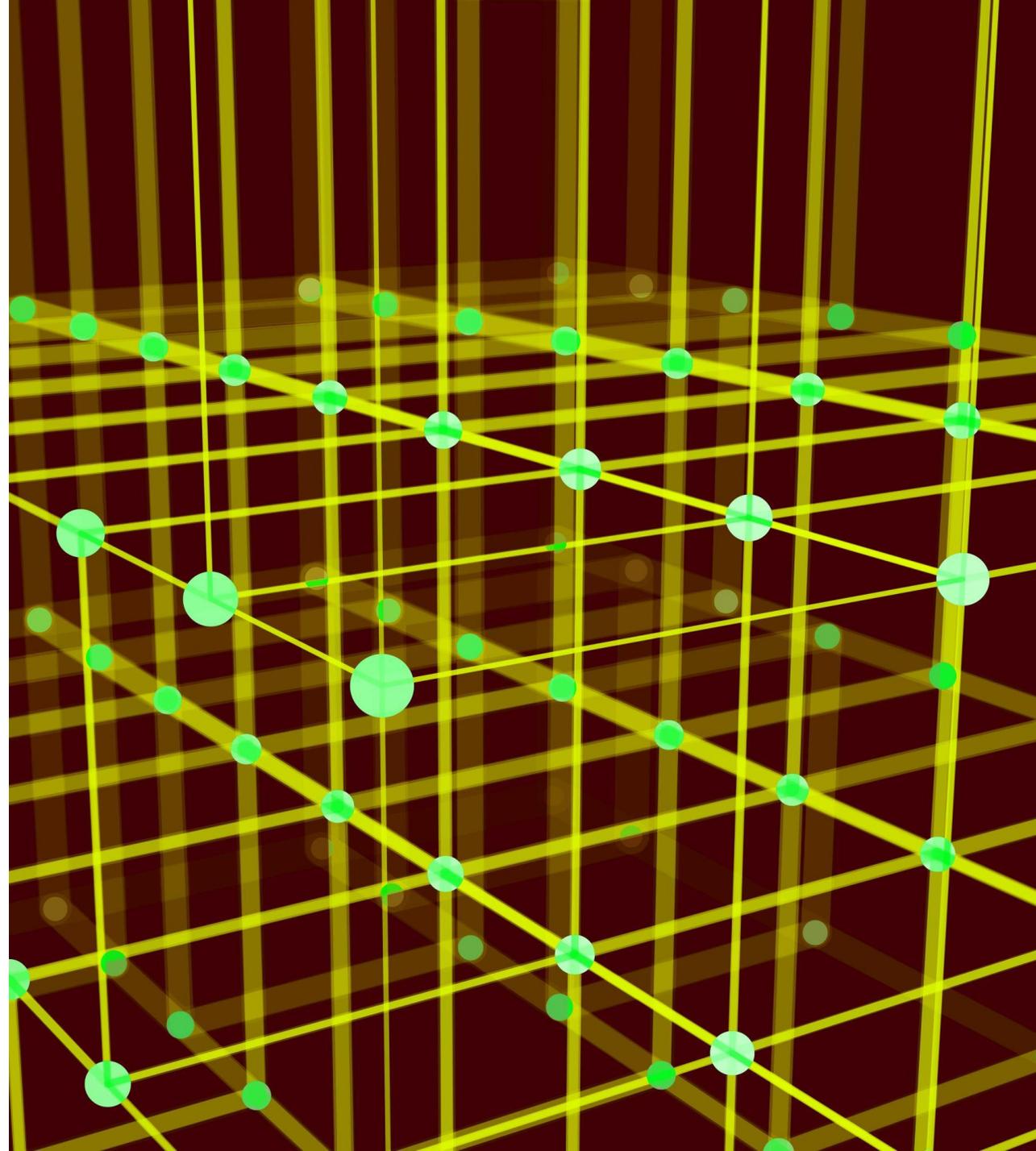
*To develop new services,
we often need to form
teams of people from
multiple functional sections*

A "Grid" Structure

Functional Sections

X

Cross-functional teams



Cross-functional Teams are operational; they are led and supervised by more senior library managers

Senior managers supervise teams by:

Assigning tasks

Setting expectations

Monitoring progress

...



Teams are accountable to their Managers by:

Delivering output

Seeking guidance and feedback when necessary

Reporting progress

...

Roles of

Team Leaders

- set the team scope and form the team
- Lead the operations
- Have autonomy over the team's work
- Communicate with the corresponding Manager regularly for feedback and guidance
- ...

Managers

- Give directions to the teams under your leadership
- Set realistic expectations and achievable goals
- Delegate, empower the teams to do their work
- Supervise their progress and outcomes
- Encourage creativity; allow failures
- ...

An aerial photograph of a large group of people on a light-colored tiled floor. The people are connected by thin black lines, forming a complex network diagram. The lines connect various groups of people, creating a web-like structure. The background has a soft gradient from light to dark purple.

To form new
teams, we
conducted a

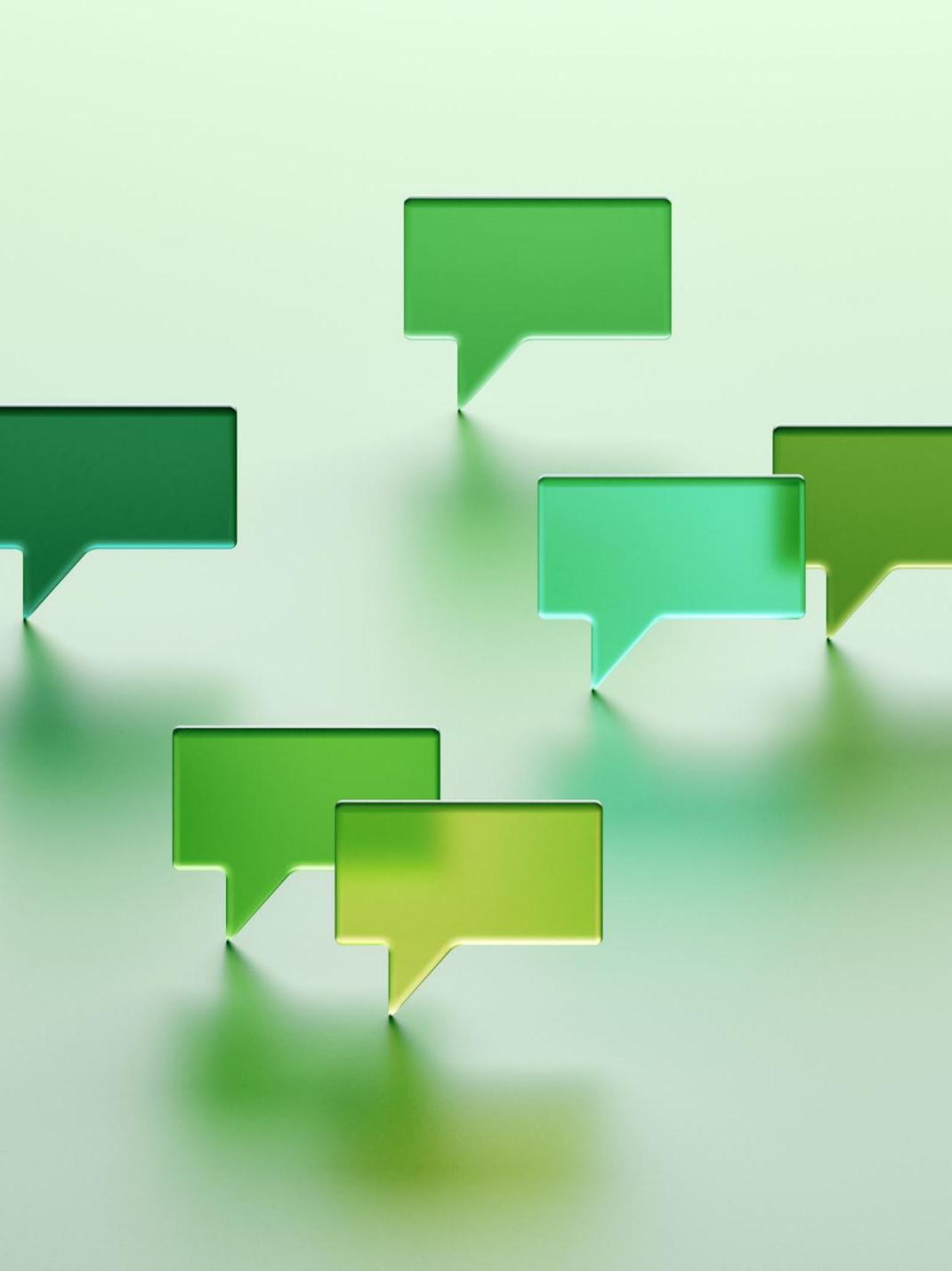
**Talent
Mapping
Exercise** in
June 2024

3

Step 1: Each participating colleague filled out Personal Skill Profile

Example

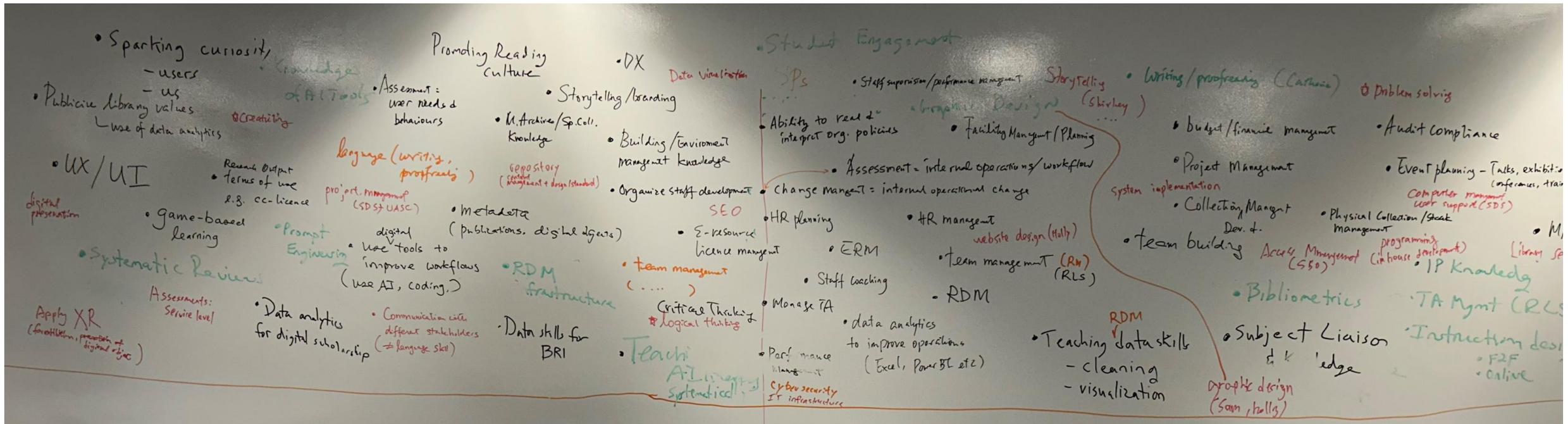
1. Proficient, Confident	a. Instruction and Teaching: Facilitate learners' critical thinking and engagement with information via workshops, course-integrated teaching or pedagogy that results in learning
2. Developing	<p>outcomes a. Online Learning: Education that takes place over the Internet or through a combination of online or classroom experiences; may also be called remote, distance or e-Learning</p> <p>Related Skill sets to develop:</p>
3. Novice, but interested and have confidence to learn	<p>Instructional design a. Data analysis: Inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, including analysis of qualitative and quantitative data</p> <p>Related skills: Critical Thinking, Analytic, Dashboard, Data visualization</p>



Step 2: Small group Discussion

- We went through the profile of each member*
- Discussed and tried to clarify the description and use of skill labels*

Step 3: Together we drew a Library Skill Chart



*Result: we are
using the data to*

- enlist colleagues into various operational teams*
- Motivate colleagues' further development*
- Help us plan future staff development programs*



A close-up photograph of a person's foot wearing a black and yellow climbing shoe, positioned on a textured rock surface. The shoe features a black upper with yellow accents and a black sole. The person is wearing a dark blue or black sleeve. The background is a blurred, light-colored rock face.

The cross-
functional
team
structure
provides
training
ground for
future leaders

Team Leaders Will

- Develop leadership capacity
- Strengthen leader identity
- Grow in the safety net of guidance from the supervising managers



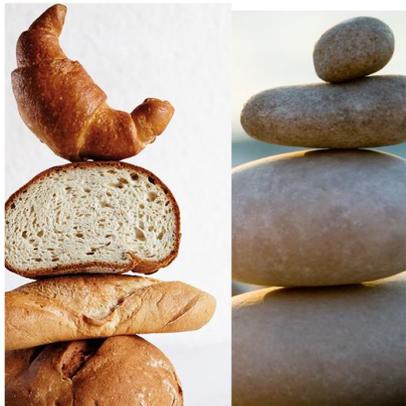
Summing up

Leadership Development in Workplace



Organization
culture + policy
mechanisms

Hard skills \times
Soft skills



Individual
benefits $\langle \rangle$
organizational
benefits



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Thank
you