European integration: conditions and challenges for libraries, 3 au 7 juillet 2007
36ᵉ congrès LIBER

Growing Your Own: developing leaders through succession planning

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4 July 2007

Defining Leadership

- "Management has to do with efficiency, with making things run properly. Leadership in contrast is concerned with identity – why were are here; what our business is; what our destination, goals and missions are."

- "Leaders are people who do the right things; managers are people who do things right."

Warren Bennis

Recognize the Need for Leadership

- Need leadership skills and behaviours at all levels, not just at the top.

- Need to develop leaders who will benefit librarianship and higher education as a whole and not just individual institutions

Why we need to worry about leadership

- Long-term vacancies for key posts
- Compromising on leadership quality to fill certain posts
- Key positions have few people ready now to assume them
- Retirement of the baby-boomers

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Why libraries find it difficult to fill key leadership positions

- Range of competencies required is growing
- Lack of traditional development positions
- Middle level managers lack motivation
- WIIFM (What's In It For Me?)/Generation X

Rationale for doing nothing about succession planning

- Why limit ourselves to people from our own library?

- The best talent will rise to the top on their own

- People treated as high-potential talent will want more money

- Developing potential leaders is a waste of money as they end up leaving

Rationale for doing nothing about succession planning

- Leaders are born not made
- Selection is the key
- Productivity drops when you move people around

Why grow your own leaders?

- Meets both emergency and long-term leadership at all levels
- Continuity of staff helps the implementation of consistent strategy
- Sends a positive message throughout your workforce
- Less expensive
- Clearer sense of an internal candidate's strengths and weaknesses

Learn from the private sector

- Support and create leadership development institutes
  - Future Leaders Programme (UK), Frye Leadership Institute (USA)

- Move from operational to project-based work

Building a systematic approach to succession planning at Cambridge

➢ Assess the current situation

➢ Carry out a risk analysis

➢ Identifying high-potential individuals

➢ Establish a formal mentoring system

➢ Create Individual Development Plans

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Current situation

- 24 professional librarian posts since 2000
  - 8 internal promotions
    - 4 from non-professional grades

- 18 female appointments and 6 male appointments

Risk Analysis

- Senior Management Team

  - five of the six post holders may have retired by 2015

  - How do we build talent from within to ensure continuity?

Identifying high-potential candidates

- "If you don't know what you're looking for,
  You'll never know when you find it"

- Individuals who have the right combination of skills, ability and motivation to take advantage of, and benefit from special growth opportunities.

Establish a formal mentoring programme

- Informal mechanisms do not work

- Establish mentors' and mentees' responsibilities

Personal Development Plans

1. Selection
2. Timeframe
3. Diagnose and specify learning needs and learning resources
4. Specify evidence of accomplishment
5. Monitor and review on a regular basis

Take Risks

Today's leaders have a responsibility to nurture potential leaders from an early stage

Tomorrow's leaders need to take advantage of any opportunity to gain experience outside their current roles

Questions and Discussion