

Building Sustainable Leadership For the future [Open Session]

Session Chair: Gwenda Thomas, CAUL Board Director

Welcome to those attending this open session

Feel free to enter any comments or questions for Gwenda in the Zoom Chat – these will be considered as time permits in the Q&A for this session

Context and background

- Program established in January 2020 as “Inspiring Sustainability” initially with three focus areas:

| Focus area | CAUL project opportunities |
|---|---|
| Workforce capabilities | Build capacity in resilience for the future workforce in CAUL libraries Review the approach to and suite of professional development offerings |
| Future-proofing scholarly information resources funding | Shared strategies to enable operational resilience and approaches to articulate value of academic libraries within institutions |
| Advancing UN 2030 Sustainable Development Goals | Continue to work with ALIA to develop and deliver on stretch targets for 2030; Report on university libraries’ contributions to the SDGs |

Context and background

- 2020 pandemic impacted across every level of CAUL institutions and leading in complexity was a dominant theme
- The 2020 virtual event entitled "Building a sustainable new reality" led by Sue Roberts and Sue McKerracher considered how CAUL might inspire building sustainability for both individuals and university libraries in times of fast-paced change and disruptive influences

Leadership and the new reality

- Leaders with resilience can make massive impact
- Adaptive leadership in context of building resilience
- Building resilience in a context of sustainability in a context of sustainability and complexity derives from 3 circles of influence (interrelated):
 - Personal / individual
 - Team / networks
 - Organisational

Building resilience and enabling workforce capability

- Resilience in a changing/changed world
- When resources are constrained leaders need resilience, energy and capability to adapt and lead in complex environments
- New reality centres around smart hybrid libraries and smart adaptable professionals

Context and background

Key drivers emerging from participants' feedback:

Discussion topics

- What is the new reality you are facing as an individual
- What are you doing to build your capability to deal with and thrive in the new reality
- What are some of the key characteristics of the resilience need to deal with the new reality
- How should leaders enable, influence and navigate in the new reality

Participants' feedback

- CAUL should invest in strengthening peer support among ULs and direct reports
- CAUL should strengthen and build capacity in resilience among direct reports (tomorrow's leaders) with view to leadership and succession planning (specific mention to enhance / improve existing direct report network/platform)
- CAUL can build strength from networks by facilitating and leveraging partnerships
- Build skills enabling capacity, resilience and emotional intelligence for leaders and teams
- Building leadership capability and capacity
- Develop resilient leadership empowered with creativity and problem-solving skills
- Program projects should be framed using the 3 circles of influence approach (personal, team, organisation)

Refocusing the Program – from “Inspiring Sustainability” to “Building Sustainable Leadership”

- Virtual event participants’ feedback puts a strong lens on building capacity in resilience for existing leadership and, importantly, the next generation of university librarians (tomorrow’s leaders/ direct reports)
- Important question emerged from discussions “what will our world look like in 2030 for a University Librarian and what role might CAUL take on (using the three circles of influence as a framework to guide program projects) to develop the next generation of University Librarians?”
- With advice and guidance from the CAUL Board, it was agreed to focus the Program on “Building sustainable leadership” and has reviewed the 2021-2022 projects with a view to strengthening and building capacity in existing and future University Librarians

Project 1 - Learning from bold minds in leadership

Elements of this project could include:

- Establish Leadership Series with expert speakers focused on shifting to adaptive leadership and navigating transformative opportunities
- Approaching three or four bold minds in leadership – a leadership series with eminent speakers who inspire through “Leading in complexity”
- Identify potential speakers
- Inclusive of different leadership styles: transformative, adaptive, service, pace-setting, quietly powerful, advocacy etc.

Timeline in 2021:

Q2: Program Director and Director, Strategy & Analytics to develop Project Plan

Q3, Q4: Series of four virtual events with inspirational bold mind speakers

Project 2 - Establishment of a CAUL Senior Leadership Network (CSLN)

Elements of this project could include:

- Reimagine support for future heads of libraries as a robust, collaborative and sustainable network (direct reports of CAUL Council Members with functional responsibility)
- Hold a joint workshop of DALIANZ network members and RLUK (Associate Director Network) (leverage IARLA alliance) to gather information
- Project group from among CAUL direct reports to develop Project Plan as outcome of an initial joint workshop, gather evidence; propose recommendations
- Map network outcomes as a continuation of leadership development for next generation of university librarians
- Ensure cross-over between project teams 2 and 3 (map and link outcomes to recommendations in project 3)

Timeline:

Q2: Program Director and Director, Strategy & Analytics to develop Project Plan
Project Plan completed and EOI call for project team members by 30 June

Q3, Q4: Project Team carries out work
Project Outcome

Project 3 - Reimagining leadership for the new reality (existing and next generation university library leadership)

Elements of this project could include:

- Consider role of the CAUL Leadership Institute (CLI) in supporting the existing and next generation of University Librarians
- Workgroup to benchmark and review what is happening across leadership institutes in the sector (ANZ region) and internationally (leverage alliance); gather evidence and consider options for a sustainable leadership institute
- Leveraging alliance partnerships CAUL already has such as IARLA (e.g. LIBER next generation leadership programme, ARL academy)
- Workgroup to consider awards to recognise aspects of leadership; make recommendations
- Ensure cross-over between project teams 2 and 3 (map and link outcomes to recommendations in project 3)

Timeline:

Q2: Program Director and Director, Strategy & Analytics to develop Project Plan

Project Plan completed and EOI call for project team members by 30 June

Q3,Q4: Project Team carries out work (might call for second working group looking at awards)

Project Outcomes