



Nurturing Future Library Leaders

Gabi Wong, HKUST Library
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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



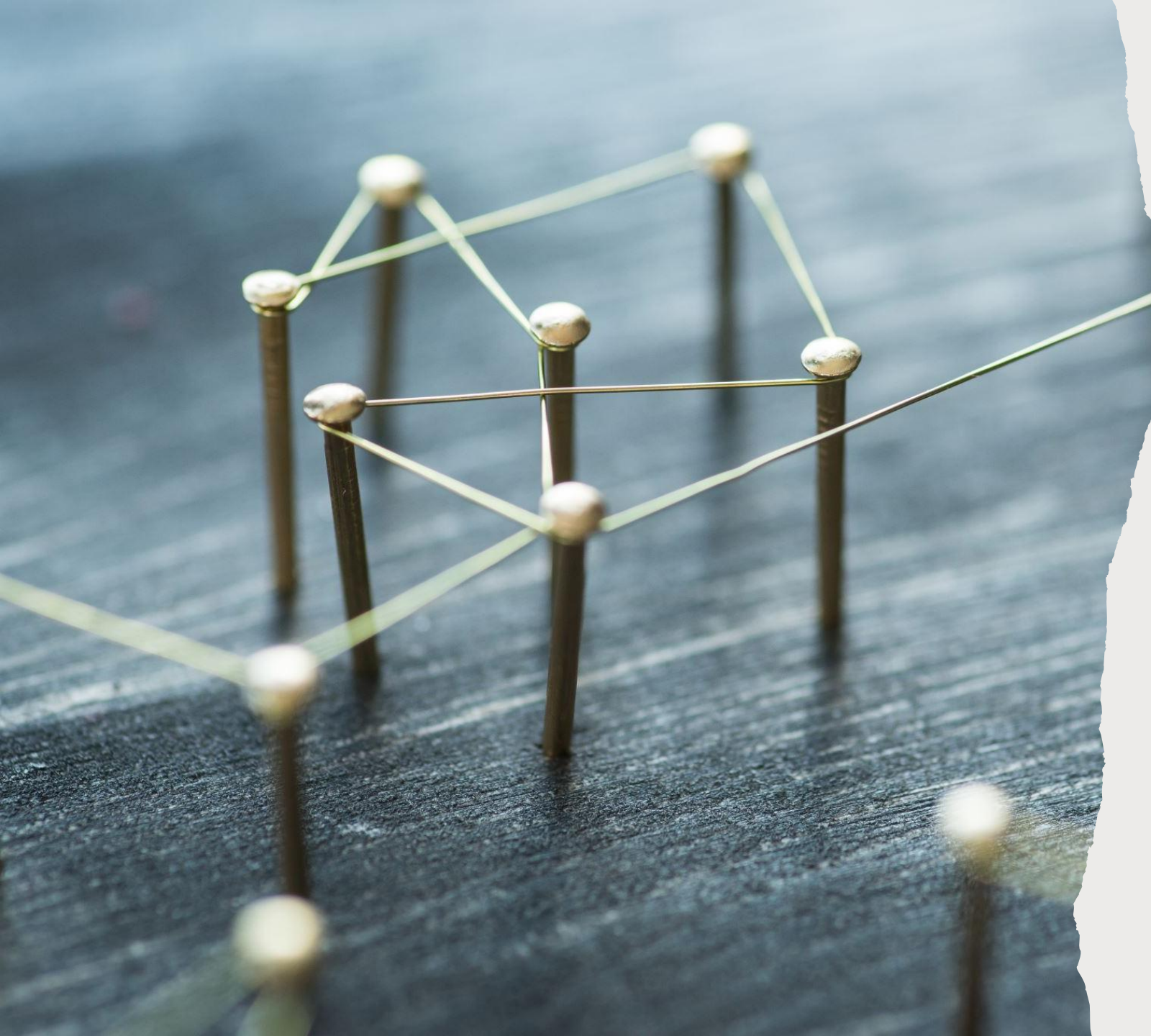
highlighting skills development which library missions benefits both librarians and the library





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 featuring three stylized figures in a creative workspace. On the left, a man with a beard and green hair sits on a stack of books, holding a blue pen. In the center, a person with blue hair and a blue sweater stands, gesturing with their hands. On the right, a woman with dark hair and an orange patterned sweater sits on the floor, working on a blue grid. The background is filled with various geometric shapes like circles, triangles, and squares, along with a glowing lightbulb and abstract lines. The text is written in a white, cursive font across the middle of the image.

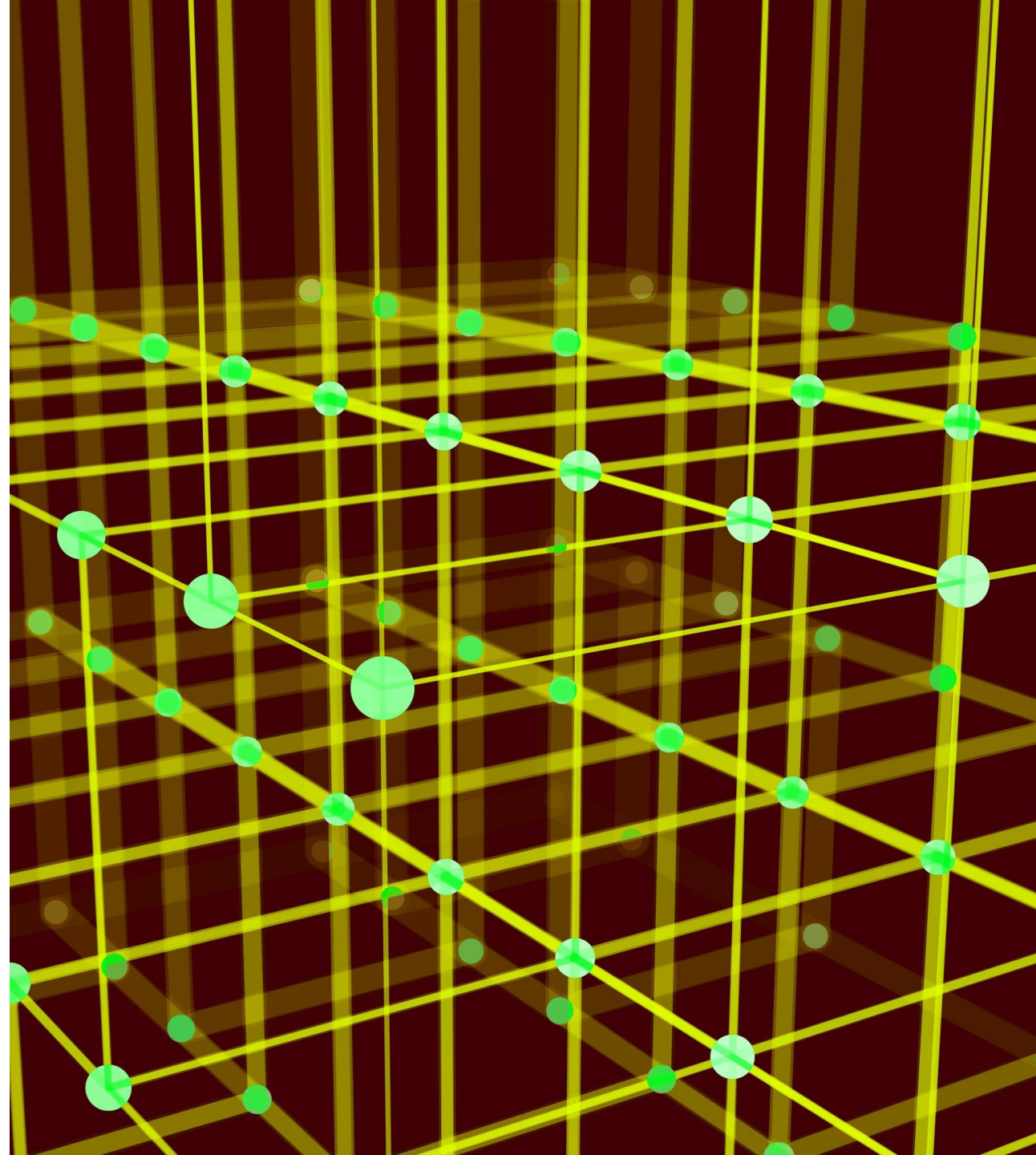
To develop new services,
we often need to form
teams of people from
multiple functional sections

A “Grid” Structure

Functional Sections



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
- ...



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

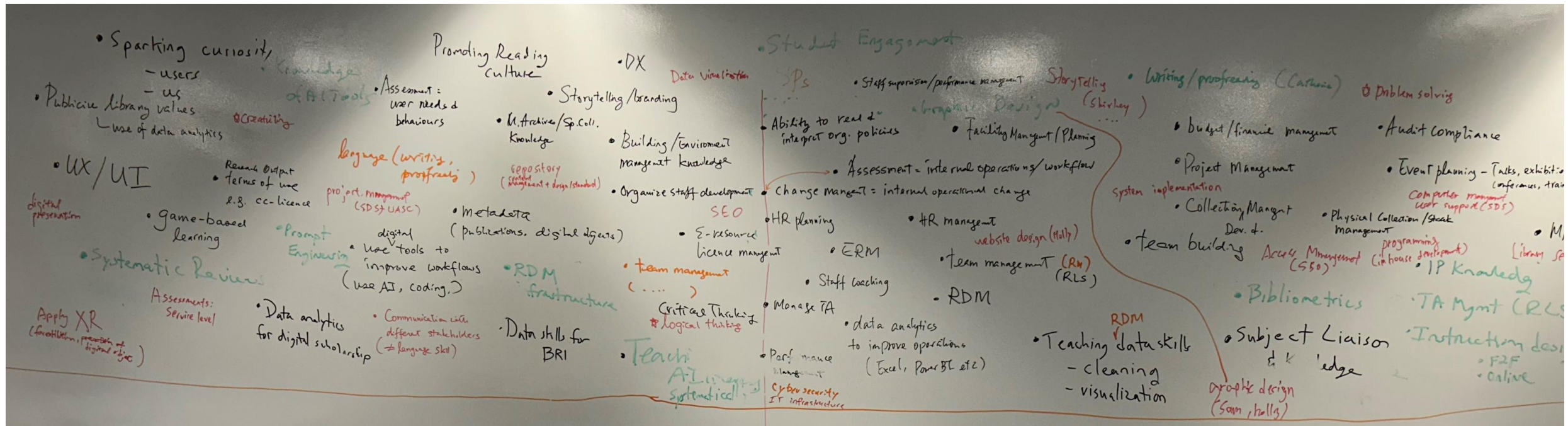
1. Proficient, Confident	a. Instruction and Teaching: Facilitate learners' critical thinking and engagement with information via workshops, course-integrated teaching or pedagogy that results in learning
2. Developing	outcomes a. Online Learning: Education that takes place over the Internet or through a combination of online or classroom experiences; may also be called remote, distance or e-Learning Related Skill sets to develop:
3. Novice, but interested and have confidence to learn	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 Related sills: Critical Thinking, Analytic, Dashboard, Data visualization



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 rough, grey rock surface. The shoe features a black upper with yellow accents and a black sole. The person is wearing dark shorts and a black sock. The background is a blurred natural setting.

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



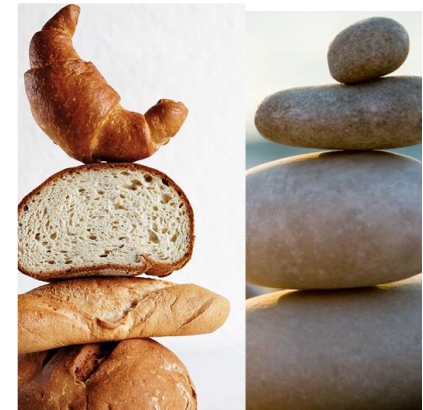
Summing up

Leadership Development in Workplace



Organization
culture + policy
mechanisms

Hard skills ✕
Soft skills



Individual
benefits <>
organizational
benefits



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Thank
you