

Kennesaw State University

From the Selected Works of Linda M. Golian-Lui

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Leading a Middle Management Program for Women in Academic Librarianship

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Georgia Association of Women in Higher Education (GAWHE)

2020 Annual Conference

**University of Georgia
Special Collections Library
February 26-28, 2020**



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Leading a Middle Management Program for Women in Academic Librarianship

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Outline

Part I: Our interest in the Leading From the Middle Program at the KSU Library System

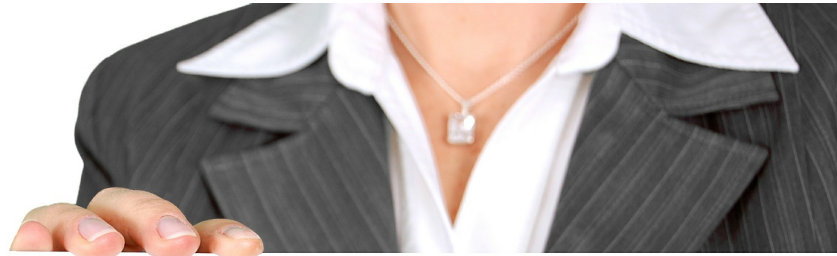
Part II: History of the program

Part III: Observations & Support from Literature

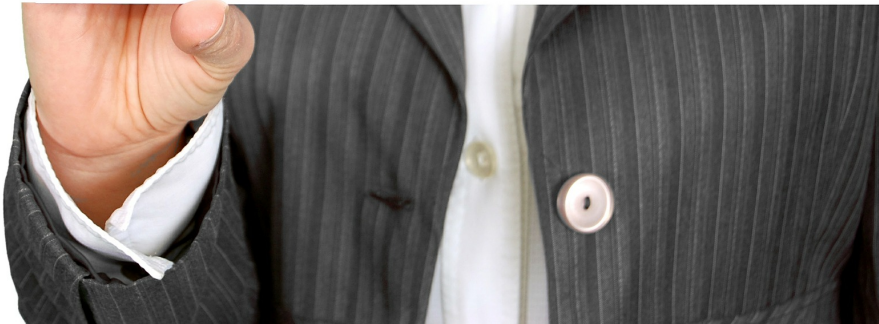
Part IV: Resources

Part V: Discussion

Part I: Our Interest in the KSU Library System Leading from the Middle (LFTM)



idea → plan → action



Ariel Turner

- Background in Museums, Libraries, and technology
- With Kennesaw State University for 10 years
- Pursuing doctorate in Higher Education Leadership and Practice with the University of North Georgia
- Passion for mentoring and leadership development



Dr. Linda Marie Golian-Lui

- Began higher education career in 1980
- Have worked in R1, Academic Law, shared use campus with Community College
- Have worked as founding faculty member in establishing FGCU
- Mentored and Sponsored by key people
- 2005 Master Mentor and one of 50 top librarians in country



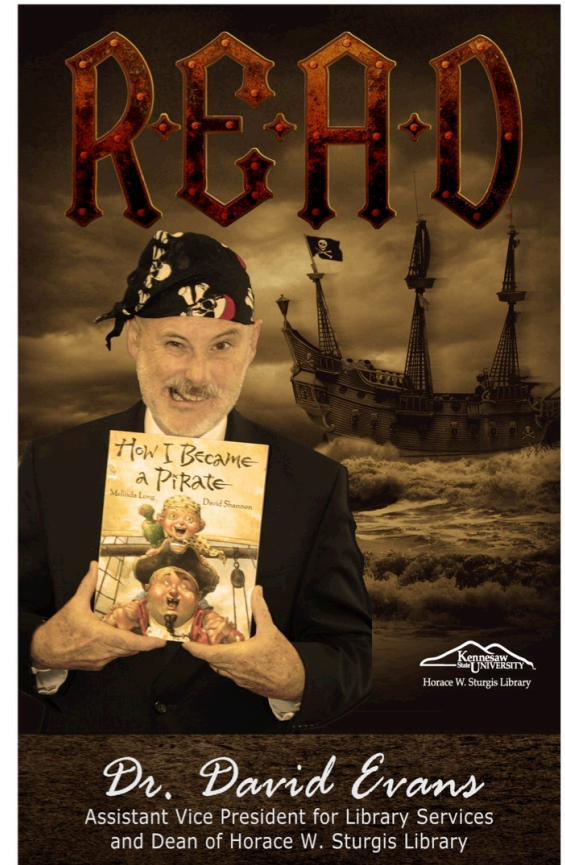
Part II:

History of Leading From the Middle



2011-2012

- New dean, new vision
- Faculty status for librarians
- Dr. Linda Golian-Lui hired as Associate Dean, Department Chair & Librarian Professor
- Becoming a learning organization
- Gratitude and professional development



2013

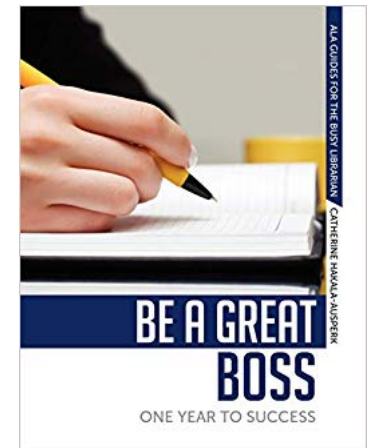
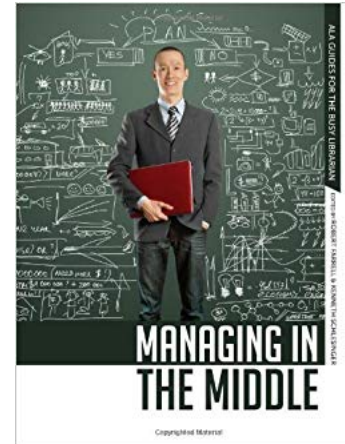
- Middle Management Institute at KSU (13 people / the new Library Leadership Team)
- Funded by C00
- Purpose: improve collaboration, trust communication, project management, shared governance, time management, organization culture, professionalism



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2014

- Continuation with an in-house program
- Budgetary constraints
- Library creates own curriculum using American Library Association documents



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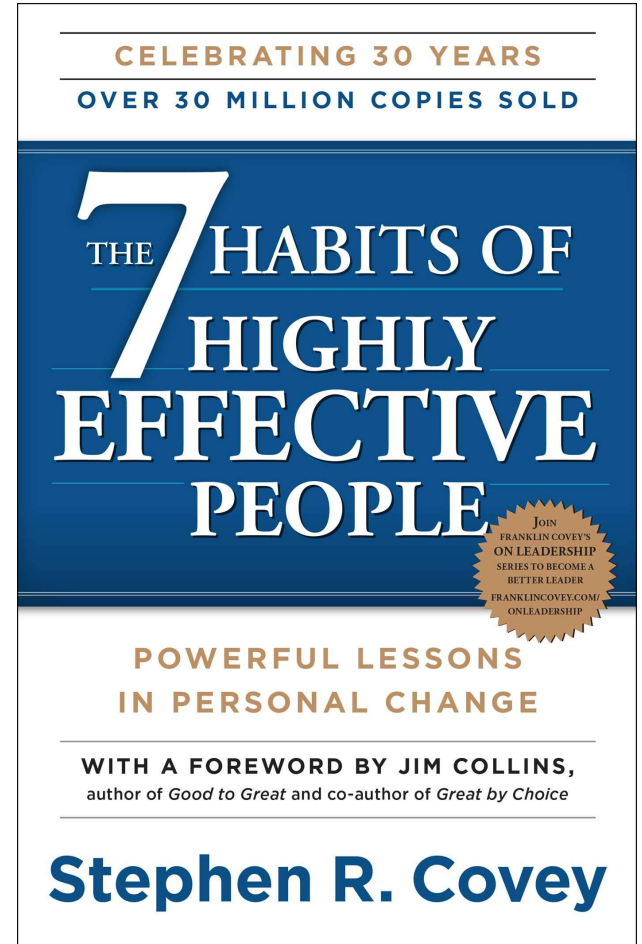
2015

- Consolidation
- Mentoring with SPSU
- Leading from the Middle used to assimilate 2 cultures into a new and unified organizational culture



2016-2017

- Addition of Steven Covey's 7 Habits 3-day program
- Other LFTM curriculum updates:
 - Book reviews
 - Outside speakers
 - Leadership Panel



2018



- New cohort dynamics
- Leadership Panel situation
- LFM Administration

2019

- Co-Lead Structure
- Incorporated TEDx Talks
- Fewer reading assignments / more discussion
- More topic customizations
- All women cohort



2020 And Beyond

Program on pause until
2021:

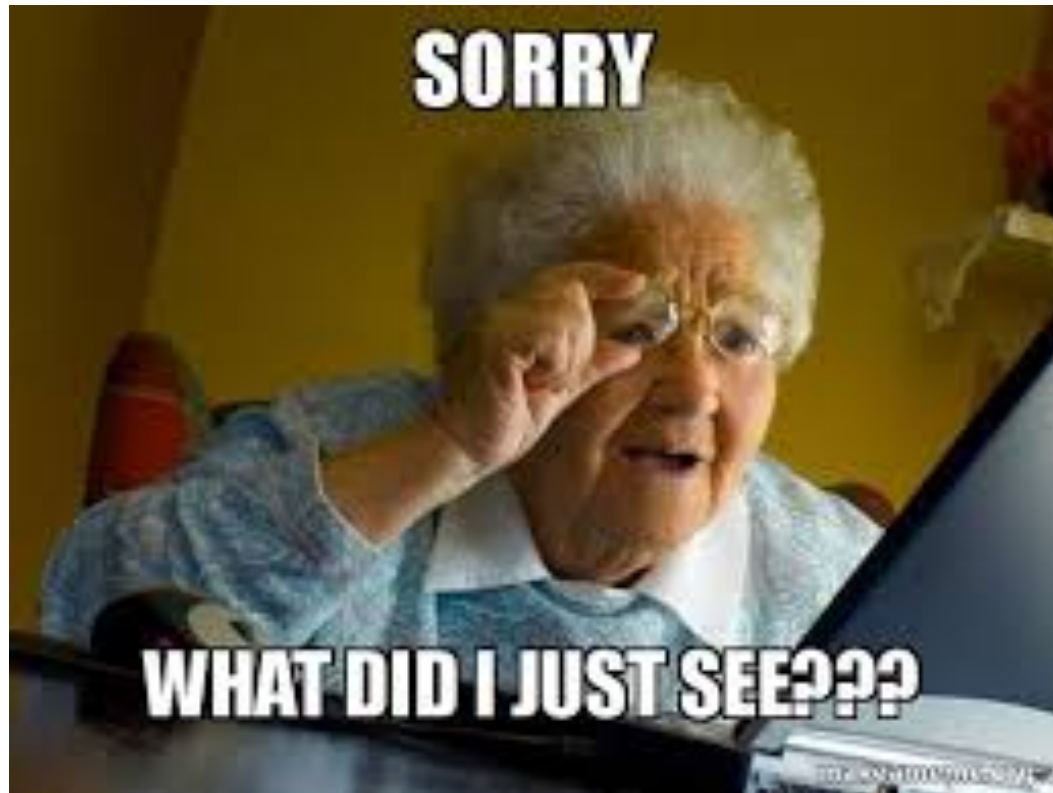
- Library
Reorganization
- New 5-year strategic
plan
- R2 Roadmap
- Vacant Lines: 9 Fac 5
Staff



Part III: Our Observations & Support From The Literature



Debriefing the 2019 Experience



Social loafing: Observation



Social Loafing: Literature

“Social loafing occurs when group members fail to contribute to teamwork, benefit from the efforts of others, and acquire the same rewards as other members of a group.” – Takeda and Homberg (2014)

“Women in the all-women groups had stronger intrinsic motivation to contribute than both women and men in the mixed groups” - Fearon & Humphreys (2018)



Topic Shift: Observations



Topic Shift: Literature

“Due to their qualitatively different life experiences, men and women bring to the group a variety of perspectives that will ultimately foster the complexity of the collective understanding of the task” – Curşeu et al. (2018)

“sharing one’s story, while knowing that others had experienced the same things, helped the interviewees to feel less ashamed and created increased support and empowerment among women.” – Keplinger et al. (2019)



Group Support: Observations



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Group Support: Literature

“More than half of the women (21 participants; 65.5 percent) declared that being a part of the community made them more aware and conscious of gender issues...Overall, women explained the critical nature of participation to increasing awareness of gender dynamics, yet also increasing feelings of inclusion, knowledge of resources and support.” - Koontz et al. (2019)



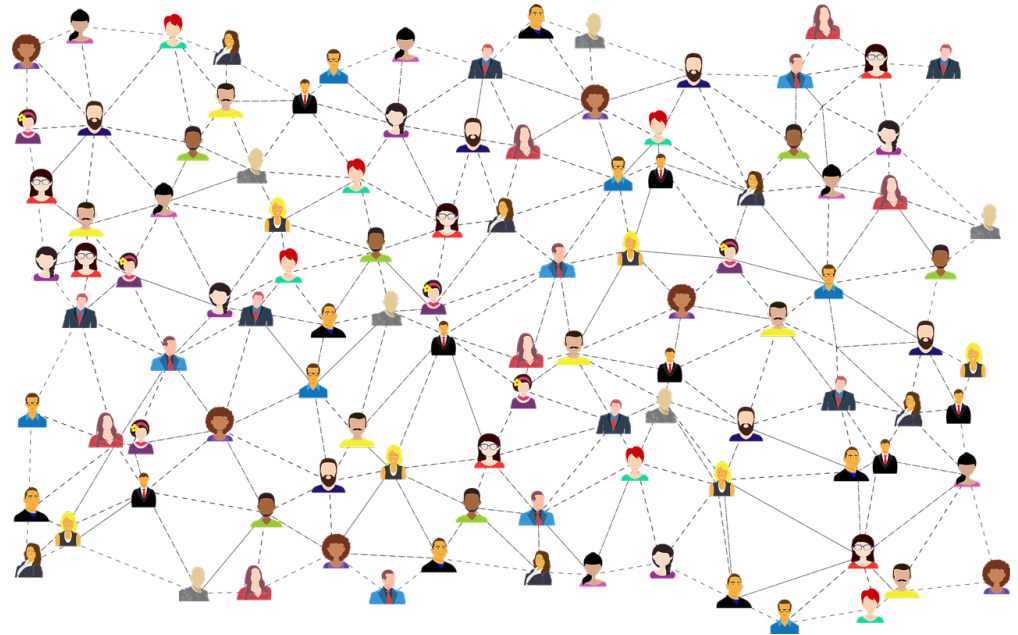
Work Behaviors: Observations



Work Behaviors: Literature

“...the growing body of literature contends that men and women differ in their work behaviors, especially their leadership styles” (Schwartz, 1989; Vinnicombe, 1987).

“Women's work styles are described as interactive, more people-oriented, usually more co-operative, working with and through people and making considered decisions based on familiarization.” -- (Fenwick & Neal, 2001).)



Gender & Communication: Observations



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Gender & Communication: Literature



“Female leaders show a hesitation to lead in mixed-gender environments” --
(Grossman, Komai, & Jensen, 2015)

“...gender related differences in interpersonal relations (women tend to engage more with educational tasks and to have a stronger relational orientation, than men do) are other relevant factors for group dynamics and performance in student groups.” - Curşeu et al. (2018)

Self-Efficacy: Observations



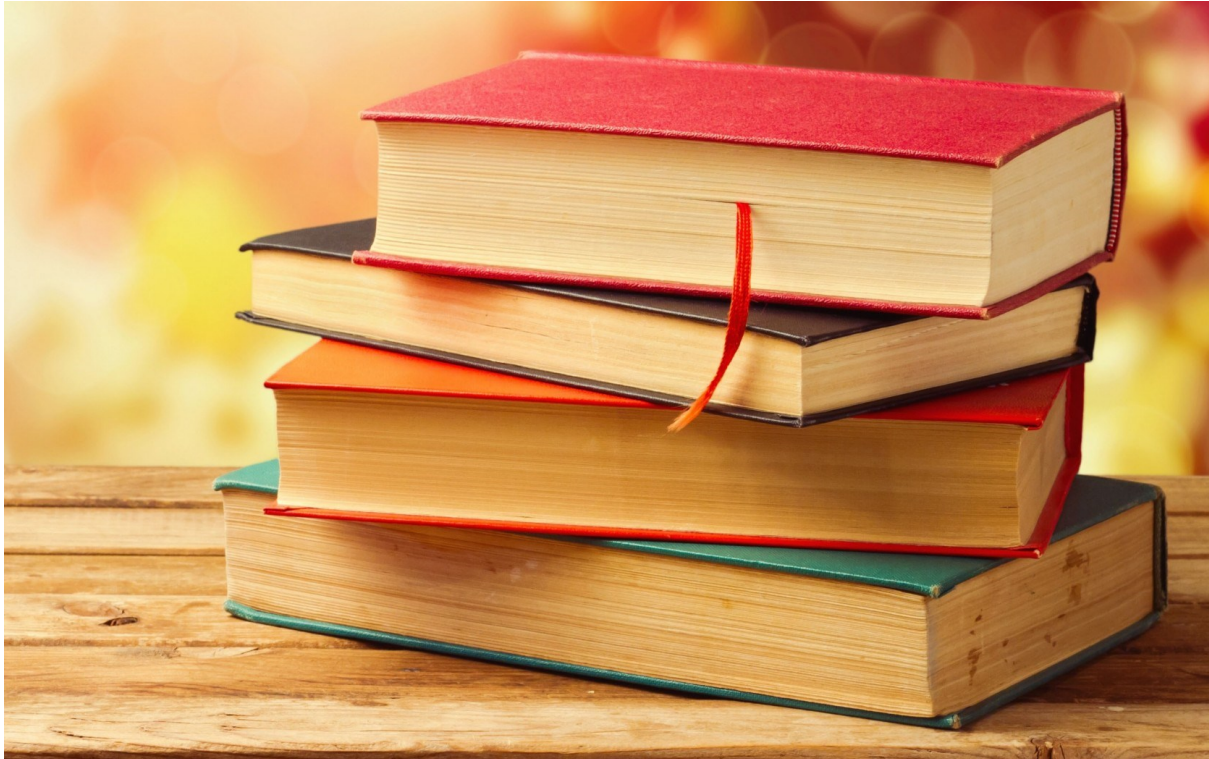
Self-Efficacy: Literature

“Studies have shown a significant gender gap in self-efficacy... women underrepresent their accomplishments to others.” – Chrobot-Mason, Hoobler & Burno (2019)

“ men believe they are capable of performing tasks traditionally done by both men and women whereas women believe they are capable of performing tasks that are more traditionally female” – Hartman & Barber (2020)

“there are more women registered in degree seeking programs related to leadership than men, because women feel they need better credentials than men” – (Buller, 2015, pg 104)

Part IV: Resources



Literature

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- Takeda, S., & Homberg, F. (2014). The effects of gender on group work process and achievement: an analysis through self- and peer-assessment. *British Educational Research Journal*, 40(2), 373–396.



Part V: Discussion



Thank You!



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