

Table of Contents

| | |
|---|------|
| Editor's Preface | |
| <i>Ashley Krenelka Chase</i> | xi |
| Author Biographies | xiii |
| Introduction: Young Dogs and Old Tricks | |
| <i>Jonathan Harris & Michael Harris</i> | xxi |
| Section I: | |
| Why Lead? The Need for Millennial Leadership in Libraries | |
| Leadership: Demanding but Worth It | |
| <i>Amanda Hurley</i> | 3 |
| The Challenge to Librarians Everywhere..... | 5 |
| How Should Librarians Lead?..... | 6 |
| Reflect | 14 |
| Conclusion..... | 16 |
| Why This “Latchkey Kid” Needs Millennial Leaders | |
| <i>Eric. W. Young</i> | 19 |
| Introduction..... | 19 |
| X = ? | 20 |
| Y = ? | 23 |
| X + Y \approx Friction | 25 |
| Why X + Y \approx Success | 27 |
| Personal Example of X + Y = Success..... | 28 |
| Conclusion..... | 34 |
| A Baby Boomer's View on Millennial Leaders in Libraries | |
| <i>Filippa Anzalone</i> | 35 |
| Introduction..... | 35 |
| Taming Each Other | 36 |
| Baby Boomers..... | 38 |
| Millennials..... | 40 |
| Kiefer's Story | 43 |
| Ruah's Story..... | 44 |
| Mentoring through Our Differences..... | 47 |
| Passing the Tablet, Trust and Torch: Transitioning to Millennial Leadership | |
| <i>Kristopher Turner</i> | 49 |
| “Kids These Days”: Generational Characteristics and Previous Transitions .. | 50 |
| Changes Are Afoot: Millennial Leadership and Other Age Groups | 55 |
| As the Torch Is Passed: Transitional Expectations and How to Make It | |
| Successful..... | 61 |
| Conclusion: Library Leadership in the Millennial Age..... | 66 |

| | |
|---|----|
| Synergizing Millennials' Activism and Librarians' Radicalism to Create Libraries of the Future | |
| <i>Taryn Marks</i> | 69 |
| Introduction | 69 |
| The Millennial Generation: Activism, Social Justice, and Community | 70 |
| The Contrary Cultures of the Library | 74 |
| The Synergy of Millennials and Radical Librarians | 78 |
| Conclusion | 87 |

Section II:

Workplace Relationships: Bridging the Gap between Generations

| | |
|--|-----|
| Millennials Diverge: A Contrast of Newer Millennials and Veterans in Millennial Leadership | |
| <i>Jonathan Kirsch & Olivia White</i> | 91 |
| Introduction | 91 |
| Generational Differences: Grounding the Debate | 91 |
| Millennial Leaders in Libraries: Which Millennials? | 92 |
| Millennial Leadership and the Use of Technology | 93 |
| Millennial Leadership and Communication Styles | 97 |
| Leadership and Immersive Work Beyond the Traditional Library | 102 |
| Mentorship's Role in Leadership and Immersive Work Beyond the Traditional Library | 105 |
| Conclusion: A Diversity of Millennials | 107 |
| Just Do Your Job. I'm Not Holding Your Hand: Generation X Women as Leaders Working with Millennials | |
| <i>Michelle Millet & Jaleh Fazelian</i> | 109 |
| Introduction | 109 |
| Literature Review | 110 |
| Expectations of Women as Leaders | 115 |
| Managing Millennials and Working Together: A Case Study of Sorts | 117 |
| Some Advice for Millennials (Especially if You Work for a Gen Xer) | 119 |
| Conclusions | 122 |
| The Squeeze: Effect of Millennial Leadership on Gen X Librarians | |
| <i>Kate Irwin-Smiler</i> | 125 |
| Introduction | 125 |
| Background | 132 |
| Analysis | 136 |
| Concerns | 141 |
| Conclusion | 143 |
| Trustworthiness and the Millennial Leader | |
| <i>Michelle Cosby</i> | 147 |
| Introduction | 147 |
| Trust and the Millennial Leader | 148 |

Table of Contents

vii

| | |
|--|-----|
| What Exactly Are Trust and Trustworthiness? | 150 |
| Suggestions for Building Trust..... | 152 |
| Repairing Trust and Using Forgiveness to Maintain a Healthy Work Environment..... | 155 |
| Using Trust in Organization to Build Positive Relationships and Increase Retention with Millennial Library Leaders..... | 157 |
| Conclusion..... | 162 |
| The Hero Generations: How a Gen Xer Can Learn from Our Grandparents and Help Millennial Librarians Change the World | |
| <i>Stacy F. Posillico</i> | 165 |
| Strauss and Howe’s Generational Theories..... | 168 |
| The Accomplishments of G.I. Generation Library Leaders and the Debts They Left Behind | 176 |
| How Millennials Have Changed U.S. Libraries and How They Will Shape Their Future for Decades to Come..... | 186 |
| How Gen Xers Can Embrace, and in Some Ways Deny, Their Generation’s Characteristics and Help Millennials Lead | 199 |
| Conclusion..... | 205 |
| Section III: Millennial Leadership Skills, Styles, Strategies, and Stories | |
| Leadership through Academic Library Displays and Marketing | |
| <i>Virginia Alexander Cononie</i> | 211 |
| Creativity, Library Displays, and Events | 211 |
| Leadership through Creativity..... | 213 |
| Leadership through Planning..... | 216 |
| Planning Assessment through Passive and Supportive Interaction..... | 217 |
| Leading through Engaging Library Displays and Events..... | 219 |
| Leadership through Library Events..... | 225 |
| Finding Flow, Ideas, and Leadership Roles | 227 |
| General Obstacles to Overcome | 228 |
| Forging Community around Library Leadership: Lessons from Blogland | |
| <i>Megan Hartline</i> | 231 |
| Millennial Library Leaders in a Time of Change..... | 231 |
| Library Lost & Found | 232 |
| Learning Leadership Online..... | 233 |
| Library Lost & Found Case Studies..... | 236 |
| Expanding Community Beyond the Blog | 240 |
| Social Media Best Practices | 241 |
| Self-Identifying as a Library Leader | 243 |
| Blogging Benefits..... | 244 |
| The Value of Community..... | 245 |
| Lessons from a Library Blog..... | 247 |

| | |
|---|-----|
| Distractedly Engaged or Engagedly Distracted: How Constant Collaboration Breeds Innovation in Millennial Librarians | |
| <i>Katie Hanschke & Patrick Parsons</i> | 249 |
| What Makes Millennials Great Collaborators..... | 249 |
| Millennials in the Workplace..... | 253 |
| Collaboration Breeds Innovation in Libraries..... | 259 |
| Conclusion..... | 267 |
| Mind the Gap: Communicating Across the Generations | |
| <i>Susan Dennison</i> | 269 |
| Just Who Are These Millennials?..... | 270 |
| Baby Boomers and Generation Xers..... | 271 |
| It's All about Communications..... | 273 |
| Communicating in a Sped-Up World..... | 274 |
| Communications and Technology..... | 276 |
| The Outside World..... | 276 |
| The Communications Plan..... | 277 |
| Communicating Across the Gap—A Wrap-Up..... | 279 |
| Conclusion..... | 281 |
| Not Here to Make Friends: The Millennial Leader in the Adversarial Workplace | |
| <i>Dolly M. Knight</i> | 283 |
| What Is a Hostile Work Environment?..... | 287 |
| Adversarial Environments in Libraries..... | 290 |
| Working in the Modern Office..... | 293 |
| Conclusions..... | 297 |
| Section IV: | |
| Get Them in the Door: Bringing Millennial Leadership into the Library (or Not) | |
| Recruiting and Leveraging Millennial Leaders | |
| <i>Ashley Krenelka Chase</i> | 303 |
| Recruiting Millennial Leaders..... | 304 |
| Retaining and Leveraging Millennial Leaders..... | 306 |
| Conclusion..... | 311 |
| The Millennial Job Market: Maintaining Confidence in the Face of Rejection | |
| <i>Eliza Fink</i> | 313 |
| Introduction..... | 313 |
| The Changing Landscape of the Labor Market..... | 316 |
| Confidence in the Workplace..... | 320 |
| What Is There to Be Done?..... | 323 |
| Conclusion..... | 325 |

| | |
|---|-----|
| An Expanding Vision of Librarianship | |
| <i>Trey Gordner</i> | 327 |
| Introduction | 327 |
| Why Does It Matter? The Case for Hiring Millennial Leaders | 328 |
| Who Are We Looking For? Characteristics of Millennial Leaders..... | 331 |
| Where Are They Now? Seeking out Millennial Leaders | 335 |
| How Do We Convince Them? Pitching the Library | 336 |
| Conclusion..... | 340 |
| Section V: | |
| Plotting, Planning, Persevering: Making the Most of a Millennial Leader's Career | |
| Taking Charge of Your Own Professional Development and Preparing to Lead as a Millennial Librarian | |
| <i>Ellen Frentzen</i> | 345 |
| What Is Professional Development? | 347 |
| In the Office | 349 |
| Out of the Office..... | 354 |
| Loose Lips Sink (Career) Ships..... | 355 |
| You Are Going to Get Frustrated..... | 356 |
| Do It Yourself: Self-Motivation and Creating Your Own Leadership Opportunities for Professional Growth | |
| <i>Jordan A. Jefferson & Cate Kellett</i> | 359 |
| Introduction | 359 |
| The State of the Profession..... | 360 |
| Millennial Attitudes Towards Jobs/Leadership..... | 365 |
| Motivation in the Face of Workplace Inertia | 370 |
| Becoming a Leader..... | 373 |
| Conclusion..... | 377 |
| Managing Career Success: The Philosophy of a Millennial Leader's Role | |
| <i>Jamie J. Baker</i> | 379 |
| Introduction | 379 |
| Defining the Generations | 379 |
| Nontraditional Performance Measures: Data-Driven Decision Making | 384 |
| Modern Leadership and Management..... | 388 |
| Leading with a Philosophy..... | 391 |
| Conclusion..... | 401 |
| Collaboration Is the New Leadership: When to Lean In and When to Lean Back | |
| <i>Lindsay Cronk</i> | 403 |
| Introduction..... | 403 |
| Leadership Trends in Generational Context..... | 405 |
| Collaborative Leadership—Anecdotes and Discussion | 410 |
| Conclusion..... | 418 |

| | |
|---|-----|
| Leading When You're Not in Charge: Team-Based Leadership in a Changing Organizational Culture | |
| <i>Lauren Chenevert Kewley</i> | 421 |
| Change and Organizational Culture | 421 |
| Action Learning and Peer Coaching | 427 |
| Task-Based Leadership Opportunities | 429 |
| Organizational Conflict and Radical Leadership | 434 |
| Conclusion..... | 435 |
| Strategic Professional Development and Mentoring Millennials in the Library: Toward Best Practices | |
| <i>Sarah E. Fancher</i> | 437 |
| The Future of Work Culture..... | 438 |
| Mentoring | 440 |
| Strategic Employee Development..... | 443 |
| Strategic Professional Development for Institutional Needs..... | 445 |
| Strategic Professional Development for Individual Careers | 447 |
| Toward Best Practices..... | 451 |