

***The Leader Among
Us:
Identifying Career
Progression
Barriers Between
Professional Groups***

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Background

- Nearly 90% of archives are [located administratively and/or physically](#) in larger institutions (Skinner & Hulbert, 2022; Todd-Diaz, 2019).
- Most academic library dean/directors have a [background in libraries](#), not archives (Condic, 2020; Harris, 2016).
- The [imbalance](#) among library dean/director backgrounds can have [implications](#) for strategic priorities, resource allocations, collection development, and staffing.






Literature Review

Libraries and Archives

- Libraries tend to be larger and more visible than archives.
- Archives add a unique quality to library collections (Bastian et al., 2015; Dooley & Luce, 2010).
- Several authors have written about librarians and archivists not getting along (Bastian et al., 2015; Clark, 1976; McCrank, 1986; Peace & Chudacoff, 1979).

Individual Differences

- Librarians and archivists likely find themselves in different professional networks (Skinner & Hulbert, 2022).
- Both professions share some professional values, but diverge in others (ALA, 2019; O*Net, 2023; SAA, 2020).
- Each subspecialty of information professionals possess different personality traits (Williamson et al, 2008).



Literature Review

Leadership Emergence

- “the process through which an individual becomes influential to relevant others in a manner that involves the implicit or explicit granting of the leader role,” (Badura et al., 2022, p. 2070).
- Certain antecedents motivate people to pursue leadership roles (Chan & Drasgow, 2001).
- Some people may be deterred from leadership roles due to related worries (Aycan & Sheila, 2019).
- The more leadership and career support someone receives, the more inclined they may be to enter a leadership role (Theranou, 2001).

Hypotheses

1. Archivists will have higher ratings on higher order values of self-transcendence and conservation than librarians.
2. Archivists will have a lower Motivation to Lead score than librarians.
3. Librarians will have a lower Worries About Leading score than archivists.
4. Archivists will have lower work engagement (satisfaction, inclusion) than librarians.
5. Archivists receive less leadership support than librarians.



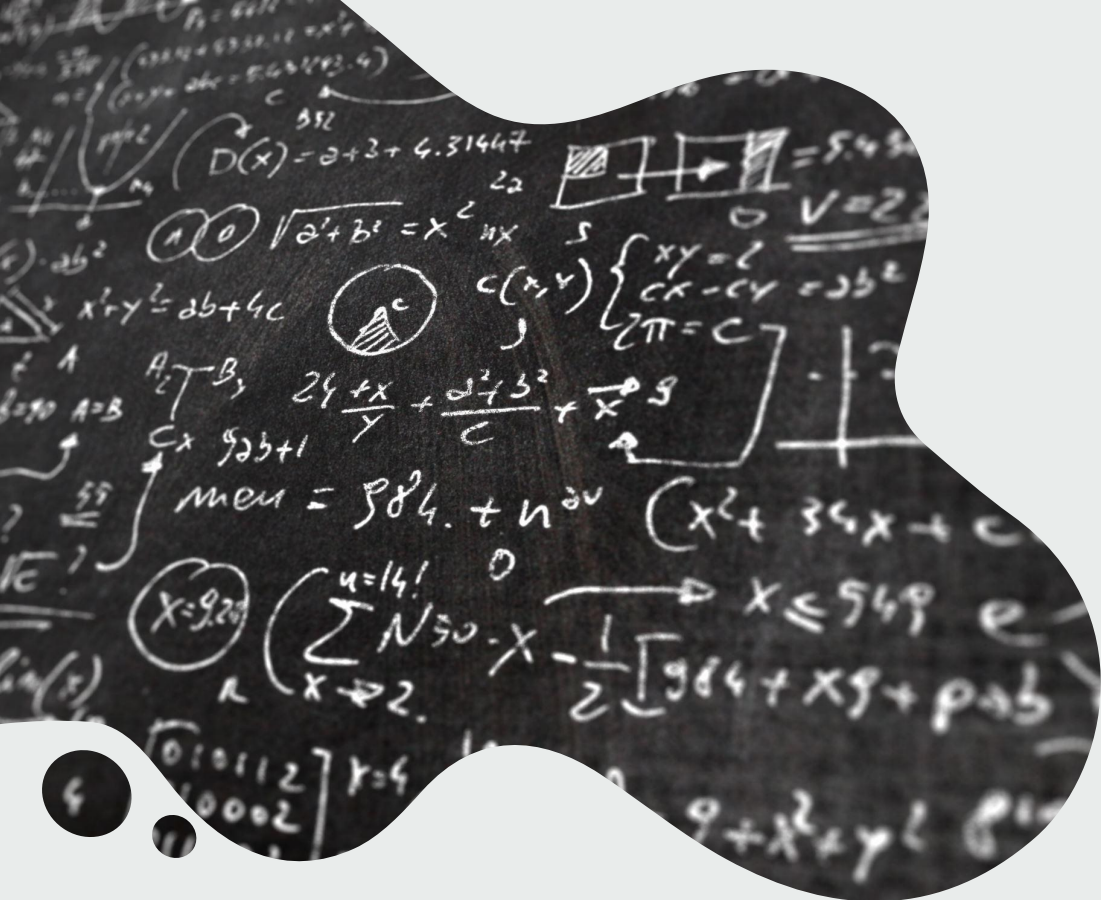
A photograph of wooden letter tiles on a wooden surface. The tiles are arranged to spell out the word 'SURVEY'. The 'S' tile has a subscript '1', 'U' has '1', 'R' has '1', 'V' has '4', and 'E' has '1'. Other tiles with letters like 'E', 'H', and 'R' are scattered around. The image is partially obscured by a white, cloud-like graphic element.

Methodology

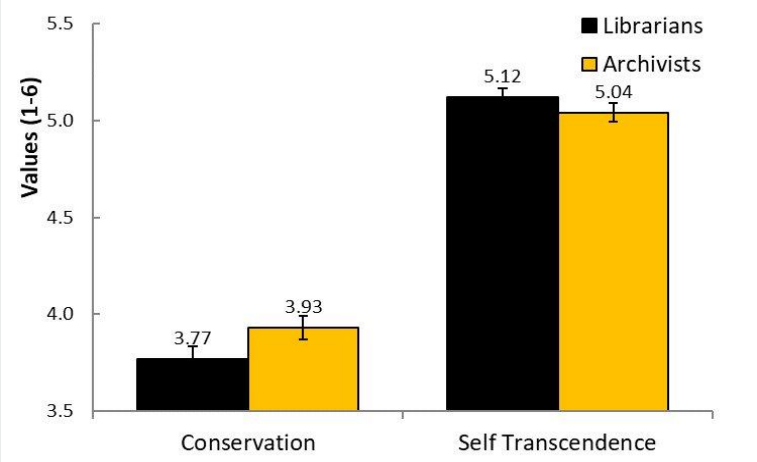
- Between-subjects design
- Survey deployed via Qualtrics
 - Anonymous responses
 - Live for 5 weeks
 - No compensation
- Eligibility
 - 18+
 - Identify as librarian or archivist
- Received 460 responses
 - 176 archivists
 - 156 librarians
 - 86.1% White; 76.6% female; $M_{\text{age}} = 44.5$
 - 64.5% work at an academic institution

Measures

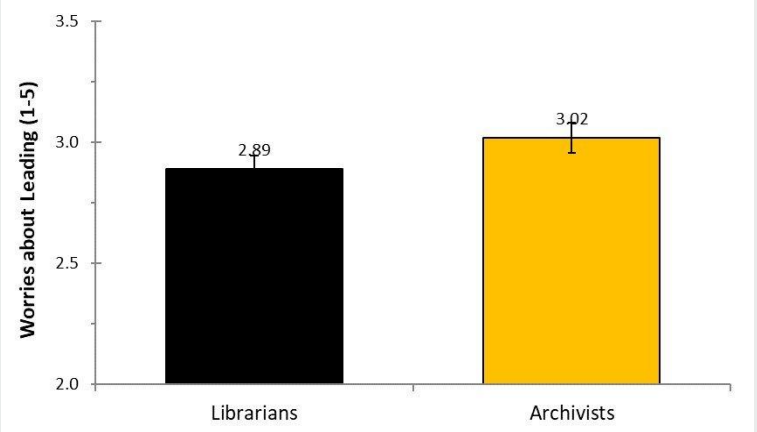
- Schwartz's Higher-Order Values (1992)
 - "It is important to me to show my abilities. I want people to admire what I do."
- Motivation to Lead (Chan & Drasgow, 2001)
 - "I am the type of person who likes to be in charge of others."
- Worries about Leading (Aycaan & Sheila, 2019)
 - "Mistakes I make being noticed more than before."
- Q¹² Employee Engagement (Harter et al., 2009)
 - "There is someone at work who encourages my development."
- Adaptation of Theranou's (2001) measure of managerial advancement
 - "I have been encouraged to step up to lead committees or projects."



- Independent *t*-tests revealed that librarians and archivists shared similar values and worries about leading.



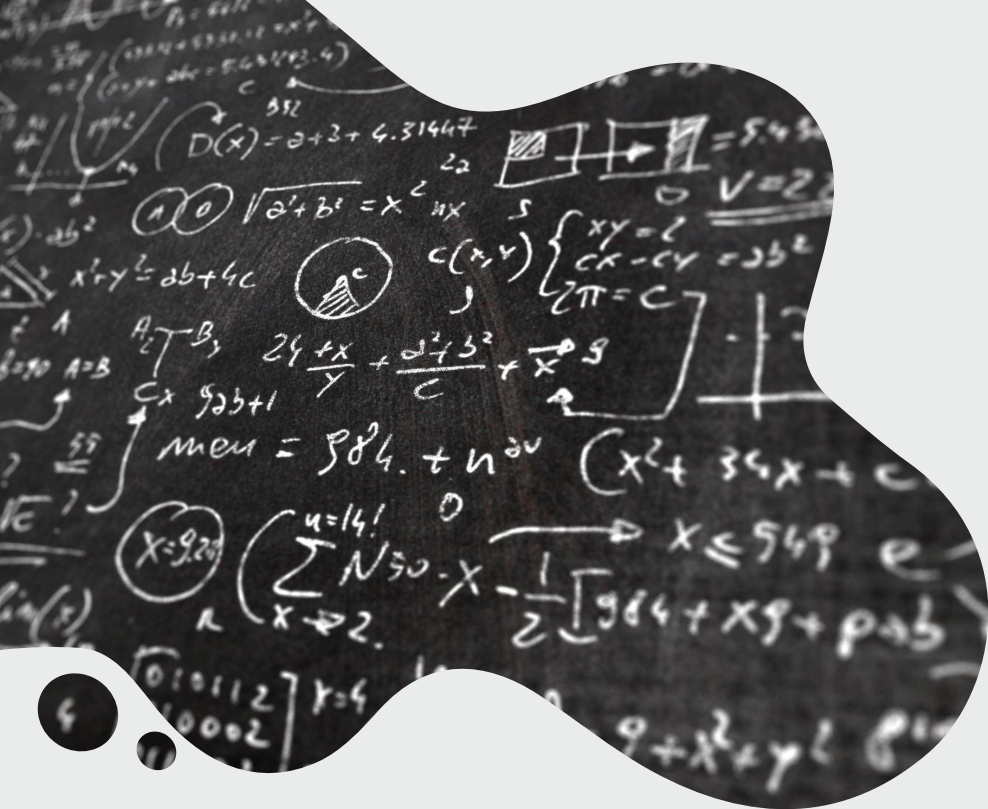
Archivists ($M = 3.93$, $SD = 0.80$) reported higher conservation ratings than librarians ($M = 3.77$, $SD = 0.80$), $t(330) = -1.87$, $p = .032$, $d = -0.21$. Oppositely, there was no difference between archivists' ratings of self-transcendence ($M = 5.04$, $SD = 0.63$) and that of librarians ($M = 5.12$, $SD = 0.59$), $t(330) = 1.11$, $p = .133$, $d = 0.12$.



Librarians ($M = 2.89$, $SD = 0.71$) and archivists ($M = 3.02$, $SD = 0.82$) report similar overall worries about leadership, $t(330) = -1.53$, $p = .064$, $d = -0.17$.

Findings

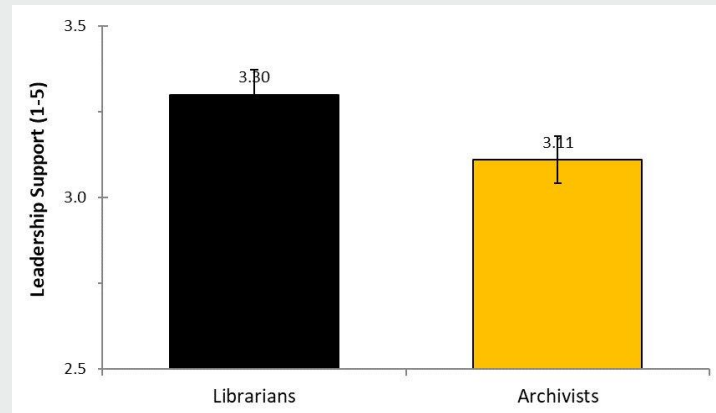
Individually similar



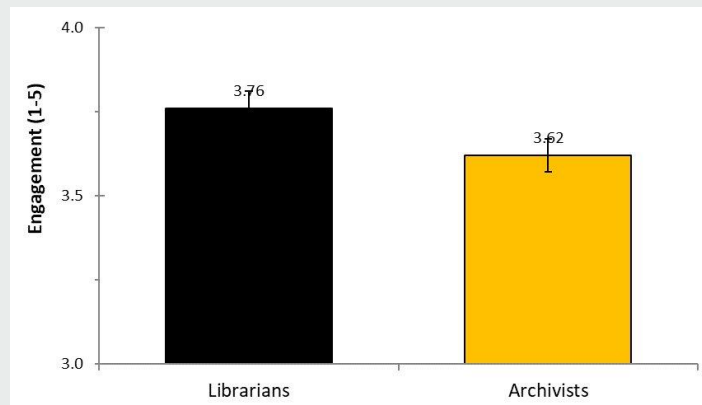
Findings

Different workplace experience

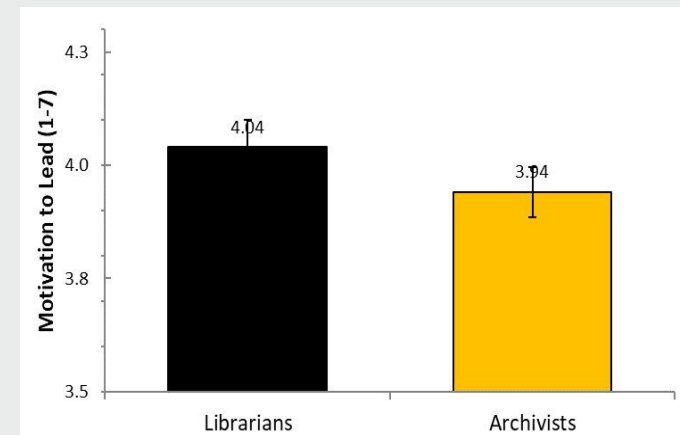
- Independent *t*-tests revealed that librarians and archivists experienced significantly different organizational support, employee engagement, and motivation to lead scores.



Archivists had a significantly lower engagement rating ($M = 3.62$, $SD = 0.65$) than librarians ($M = 3.76$, $SD = 0.66$), $t(329) = 1.82$, $p = .035$, $d = 0.20$.



Librarians ($M = 3.30$, $SD = 0.91$) reported being encouraged in their career development significantly more than archivists ($M = 3.11$, $SD = 0.91$), $t(329) = 1.82$, $p = .035$, $d = 0.20$.



Archivists had a significantly lower motivation to lead rating ($M = 3.94$, $SD = 0.74$) than librarians ($M = 4.11$, $SD = 0.76$), $t(330) = 2.08$, $p = .019$, $d = 0.23$.



Implications

Research

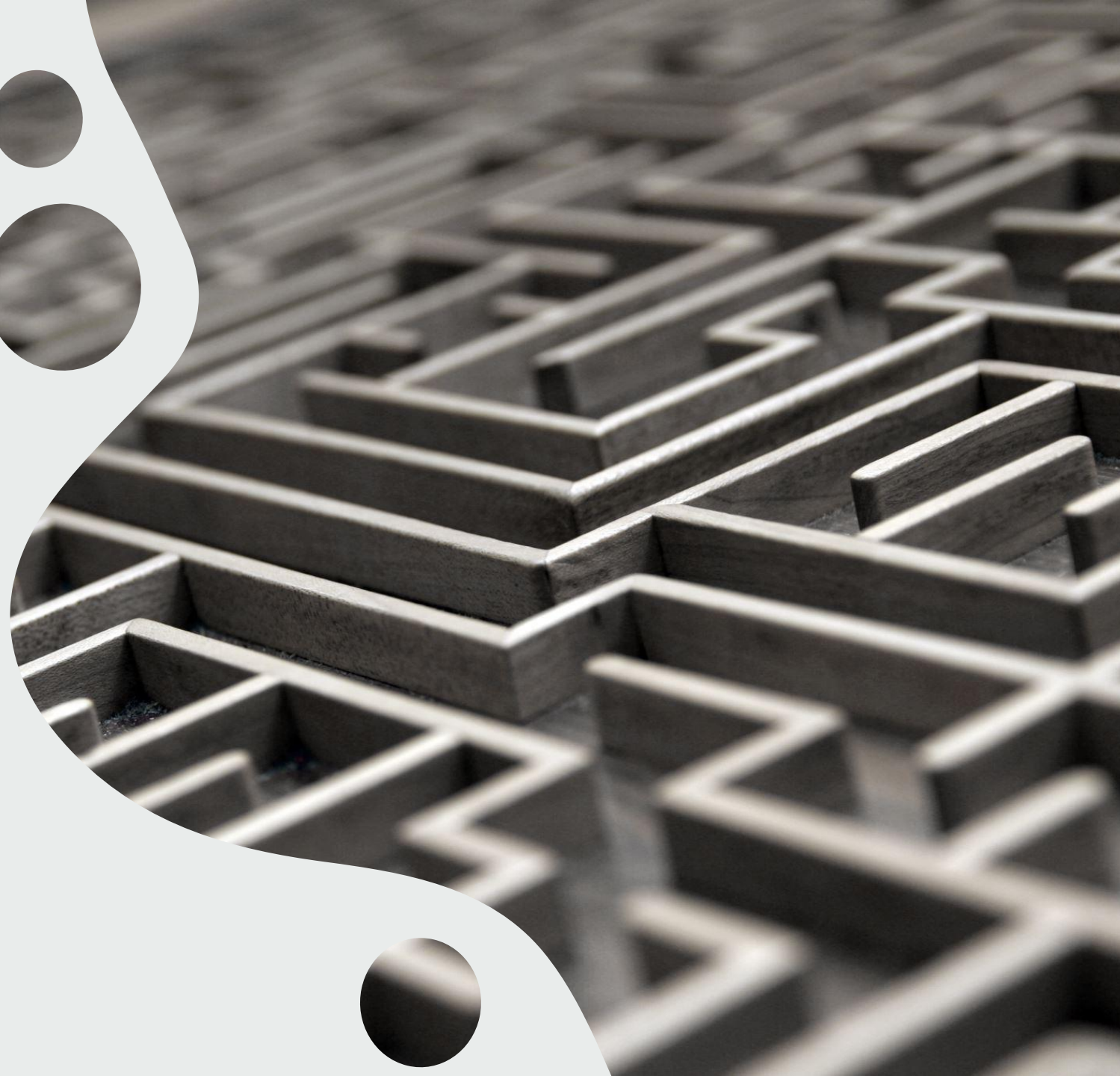
- Further exploration into whether different work experiences are impacting librarians' and archivists' motivation to lead.
- Understanding the complementary perspective of library administration.
- Expanding the sample to other professions with similarly known disparities in leadership.

Practical

- Ensuring equity of prof. dev. opportunities, support, and pathways across team members.
- When deploying employee engagement surveys, consider unit designation so unit-level differences aren't inadvertently masked.
- Intentional leadership training among administrators to increase self-awareness in how they treat team members.

Limitations

- This study focused on one set of professional groups and may not be generalizable to other professions.
- Participants represented a WEIRD sample, which may not be generalizable to non-Western populations.
- Online surveys prevent participants from asking for clarification when needed and may lead to disengaged participation.
- The current research design does not allow for the inference of causality.





Questions?

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