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ACRL Inclusive Leadership Annotated Bibliography

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ACRL Inclusive Leadership Annotated Bibliography

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Created by the ACRL New Roles for Changing Landscapes Inclusive Leadership Subcommittee:

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Purpose/introduction

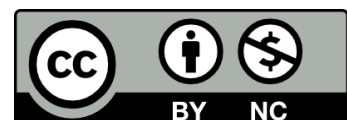
The Inclusive Leadership Subcommittee has drafted the following Inclusive Library Leadership Definition:

Inclusive library leaders are individuals who are aware of their own biases, actively seek out and consider different perspectives to inform their decision-making, collaborate more effectively with others through cultural competency, and center empathy and compassion in their approach to leadership. ~Inspired by the CCL definition of Inclusive Leadership

In doing its research and in support of knowledge sharing, the Subcommittee created an annotated bibliography on inclusive leadership. The annotated bibliography collates resources to articulate the qualities and traits of inclusive leadership, many of which are from outside of the library field. The annotated bibliography also contains specific, practical implementations of inclusive leadership approaches within libraries.

Adding to the Bibliography

The Subcommittee invites the audience to recommend resources to enhance this annotated bibliography. The submission period will be from January 9, 2023 to March 3, 2023. Resources that are not added to the final annotated bibliography may be shared with other groups exploring related topics.



Resources

Inclusive Leadership

Ashikali, T., Groeneveld, S., & Kuipers, B. (2021). The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams. *Review of Public Personnel Administration*, 41(3), 497–519.

<https://doi.org/10.1177/0734371X19899722>

This source is a scholarly journal that analyzes diversity in the workplace and the role of inclusive leadership in these professional spaces. It explores the effectiveness of inclusive leadership in diverse settings in building a positive community. It discusses several studies that have been conducted in public and HR management and stresses the importance of diverse interpersonal relationships within a workplace. In addition, it addresses research questions and discusses diverse climates.

Barton, A. J. (2021). Inclusive leadership in nursing education. *Journal of Nursing Education*, 60(5), 247-248.

<https://journals.healio.com/doi/pdf/10.3928/01484834-20210420-01#:~:text=Inclusive%20leaders%20embody%20a%20leadership,decision%20making%20and%20shaping%20reality.>

This source is a journal on inclusive leadership within nursing education. It discusses the shift in traditional practices to a more diverse approach in nursing by focusing on building a community among different types of people. Paragraphs 2-4 present a good attempt to define and operationalize inclusive leadership. Paragraph 4, in particular, focuses on the actions that foster inclusivity. While the article is not specifically about libraries, the first four paragraphs are highly generalizable to any field.

Bélanger, Annie, "Centering Our Collective Humanity through Inclusive Leadership Practices" (2022). *Presentations*. 106.

https://scholarworks.gvsu.edu/library_presentations/106

This presentation was given at the ACRL Leadership Discussion group by Annie Bélanger in October of 2022. Centered around teaching leaders how to encompass

empathy and compassion in their practices, the attendees of the conference were provided with approaches, frameworks and tools to explore how to do so. "Inclusion is everyone's work" (slide 4) is a main point when teaching what the true definition of inclusive leadership is. Included are the six traits of inclusive leaders (slide 7), as well as characteristics of inclusive leaders (slide 8), as to provide a framework of how attendees can embody this type of lifestyle and mind-set.

Bortini, P., Baci, A., Rise, I., & Rojnik, I. (2018). *Inclusive leadership theoretical framework*. https://inclusiveleadership.eu/il_theoreticalframework_en.pdf

The publication breaks down inclusive leadership into four development areas - practicing self-awareness, living a shared vision, building relationships, and creating change. It ends each section with a list of ways inclusive leadership is practiced inside each development area.

Bourke, J., & Titus, A. (2021, August 30). *The key to inclusive leadership*. Harvard Business Review. Retrieved October 26, 2022, from <https://hbr.org/2020/03/the-key-to-inclusive-leadership>

The publication discusses inclusive leadership as one of the up and coming strategies used in the world of business. Specifically, the authors explain how the traits of inclusive leadership help to boost the overall performance of an organization. These traits include: visible commitment, humility, awareness of bias, curiosity about others, cultural intelligence, and effective collaboration. Furthermore, in terms of bias, the authors explain that it is important for leaders to exercise humility as well as empathy and perspective talking in order to adequately counteract possible biases.

Nonprofit Association of Oregon h. (n.d.). *Equity & Inclusion Lens Guide - Nonprofit Association of Oregon*. Retrieved December 12, 2022, from <https://nonprofitoregon.org/sites/default/files/uploads/file/NAO-Equity-Lens-Guide-Worksheet.pdf>

The NAO adopted these policies in order to work towards taking positive steps to remove systematic barriers, promote inclusion, achieve improved satisfaction, create positive and respectful work environments, and generate better solutions by incorporating diverse perspectives. The article discusses: terms to be aware of (p. 6), 5 steps, and printable worksheets to give to staff or those you are working with (p. 17). The five steps include: (1) consider you diversity, (2) check assumptions, (3) ask about inclusion, (4) apply to your work, and (5) be the change agent– take action. There is an overview of these steps on page 5.

Herold, Irene M.H. “How to Develop Leadership Skills: Selecting the Right Program for You.” *Library Issues* 35, no. 2 (2014): 1–4.

<https://openworks.wooster.edu/facpub/195/>

The book “Creating Leaders: An Examination of Academic and Research Library Leadership Institutes” consists of six overarching parts. Part 1 (p. 11) discusses a program called the “Leadership Institute for Academic Librarians” in which any academic librarian or management may participate in. Part 2 (p. 35) dives into programs that can be implemented in specific types of academic libraries, for example health sciences, small college library directors, and Historically Black Colleges and Universities. Part 3 (p. 107) is specifically addressing Association of Research Libraries and large research libraries. Part 4 (p. 155) opens the discussion back up to programs for multiple types of libraries, including academic, state, and public. Part 5 (p. 269) discusses three programs that are for groups of librarians and also participants from higher education, for instance, faculty and administrators. Finally, Part 6 (p. 331) closes out the book with findings and conclusions within the last two chapters that go over the research read and also introduce next steps for research.

Inclusive leadership: Steps your organization should take to get it right. CCL. (2022, September 23). Retrieved November 30, 2022, from

<https://www.ccl.org/articles/leading-effectively-articles/when-inclusive-leadership-goes-wrong-and-how-to-get-it-right/>

This source is an article from the Center of Creative Leadership, a non-profit provider of leadership development. The article details the steps to take for organizations to create a more inclusive leadership culture. It provides tips and strategies to avoid unintended consequences relating to diversity practices as well as examples of and guides to exclusive leadership implementations.

Korkmaz, A. V., Engen, M. L. van, Knappert, L., & Schalk, R. (2022, January 21). *About and beyond leading uniqueness and belongingness: A systematic review of Inclusive Leadership Research*. *Human Resource Management Review*. Retrieved October 24, 2022, from

<https://www.sciencedirect.com/science/article/pii/S105348222200002X>

This source is a scholarly human resource management review. It details several articles on inclusive leadership and addresses what exactly it entails. It defines the meaning of inclusivity and analyzes theories and research related to the practice of inclusion. It provides an in-depth explanation of how inclusive leadership can be used, how it has shown up in literature and research and how it is used in current organizations.

Randel, Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203. <https://doi.org/10.1016/j.hrmr.2017.07.002>

This article defines inclusive leadership as “a set of leader behaviors that are focused on facilitating group members feeling part of the group...and retaining their sense of individuality...while contributing to group processes and outcomes” (p. 191). Inclusion is a necessary component of diversity because employees who feel included are more likely to remain (retention) thus furthering the effectiveness of diversity initiatives. The authors propose categories of inclusive leadership behavior: facilitating belongingness

(supporting group members, ensuring justice and equity, shared decision making) and indicating value for uniqueness (encouraging diverse contributions, helping group members fully contribute).

Rawe, J. (2022, March 3). *Inclusive leadership - how to build an inclusive workplace*. Understood. Retrieved October 26, 2022, from <https://www.understood.org/en/articles/what-inclusive-leadership-looks-like-and-how-to-practice-it>

This article explains that many people feel as though diversity and inclusion are two key components in creating a successful business, and implementing inclusive leadership helps to achieve those things. The article proceeds to provide examples as to how leaders can implement the six inclusive leadership traits into their leadership styles.

Teo, S. T., Bentley, T. A., Nguyen, D., Blackwood, K., & Catley, B. (2022). Inclusive leadership, matured age HRM practices and older worker wellbeing. *Asia Pacific Journal of Human Resources*, 60(2), 323–341. <https://doi-org.proxy.library.stonybrook.edu/10.1111/1744-7941.12304>

This article is focused on the psychological wellbeing of older workers in the workplace, with inclusive leadership being one of the tools that can be used to improve employees' wellbeing. The authors note that “inclusive leadership refers to leaders who exhibit openness, accessibility, and availability in their interactions with followers” (p. 324) and that “inclusive leadership has been linked to employee wellbeing” (p. 324). They go on to note that inclusive leadership is an important part of a leadership role because leaders “play a critical role in contributing to positive employee outcomes” (p. 325). Therefore, organizations need to “promote the exhibition of inclusive leadership behaviours from top leaders, managers, and direct supervisors” (p. 337).

Specific Implementations

Bélanger, Annie; Ayotte, Scott; and Beaubien, Sarah, "Hiring Early Career Professionals with Kindness and Respect: A Practical Approach for Library Diversity Residencies" (2022). *Books and Contributions to Books*. 33.

https://scholarworks.gvsu.edu/library_books/33

This book chapter covers the process of creating the Grand Valley State University diversity residency program that launched in 2018. Under the Dean and in collaboration with the Division of Inclusion and Equity, the libraries took on the goal of creating a hiring and onboarding process that was committed to diversity and inclusion. Within the hiring “lifecycle” the goal is to bring kindness, empathy, respect, transparency, and mindfulness of active bias as to improve the often nerve wracking and anxiety provoking process of being hired. Overall, high-empathy hiring practices were documented and developed.

Chou, C., Williams, E., Klose, A. C., Shores, T., & Garrison, L. (2021, February 4).

Embracing equity, diversity, and inclusion in library cataloging. YouTube.

Retrieved December 12, 2022, from

<https://www.youtube.com/watch?v=IJDERCJsSR0>.

This video includes speakers who contribute knowledge on the topic of “Embracing Equity, Diversity, and Inclusion in Library Cataloging.” The speakers include Charlene Chou on “A Holistic Approach to the Planning and Implementation of Metadata Inclusiveness,” Elliot Williams on “Creating the SSDN Inclusive Metadata & Conscious Editing Resources List,” Annamarie C. Klose on “Forming a Working Group to Address EDI Issues in the Library,” Tris Shores on “The Creation, Enrichment and Exchange of Public-Domain Bibliographic Records Between Public Libraries,” and finally, Linda Garrison on “Classification and Cataloging of LGBTQAI+ Material in the Elementary School Library.” As far as the university libraries go, Elliot Williams portion and Annamarie C. Klose, contribute valuable information regarding anti-racism practices and EDI.