

# Fear, failure and frauds: is there an impostor in the library?

VALA Annual General Meeting, July 2014

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@justine\_hyde



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# Transformational change

- Discontinuous
- Disruptive
- Revolutionary
- Frame-breaking
- Chaotic
- Uncertain



# Death

# Libraries reborn

# Transformational leaders

- Challenge the status quo
- Encourage creativity
- Support and encourage staff
- Open communication
- Clear vision
- Inspire passion and motivation
- Foster trust and respect

- Bass, B. M. (1985). *Leadership and Performance*. N. Y.: Free Press.

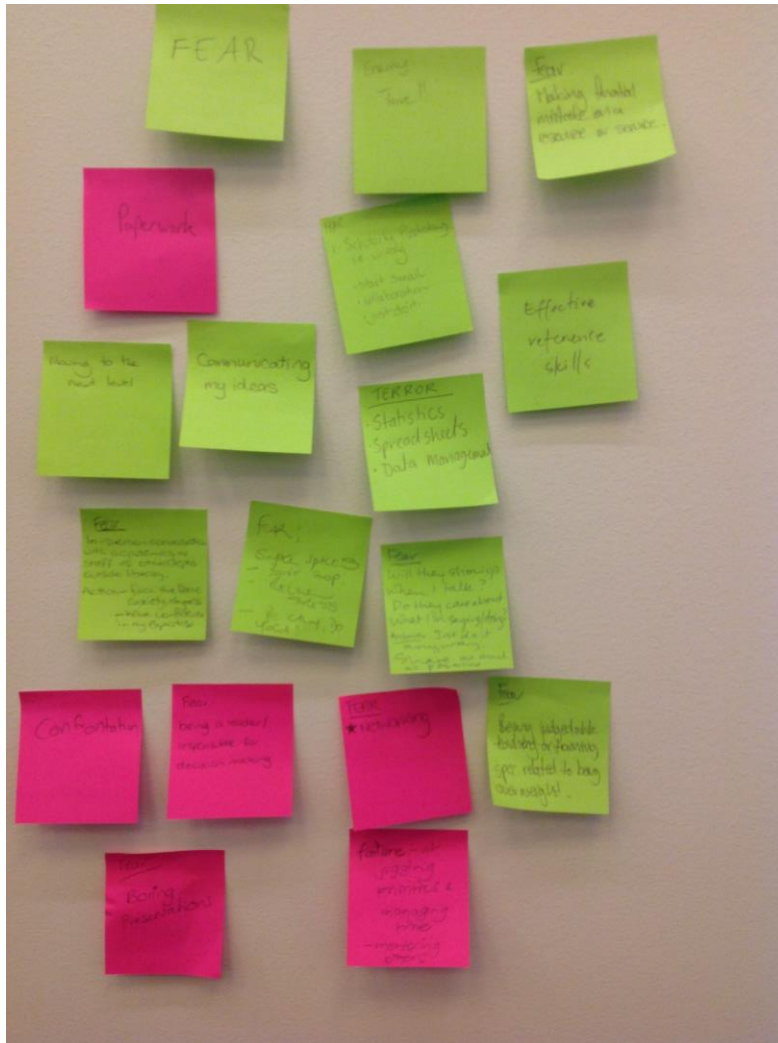




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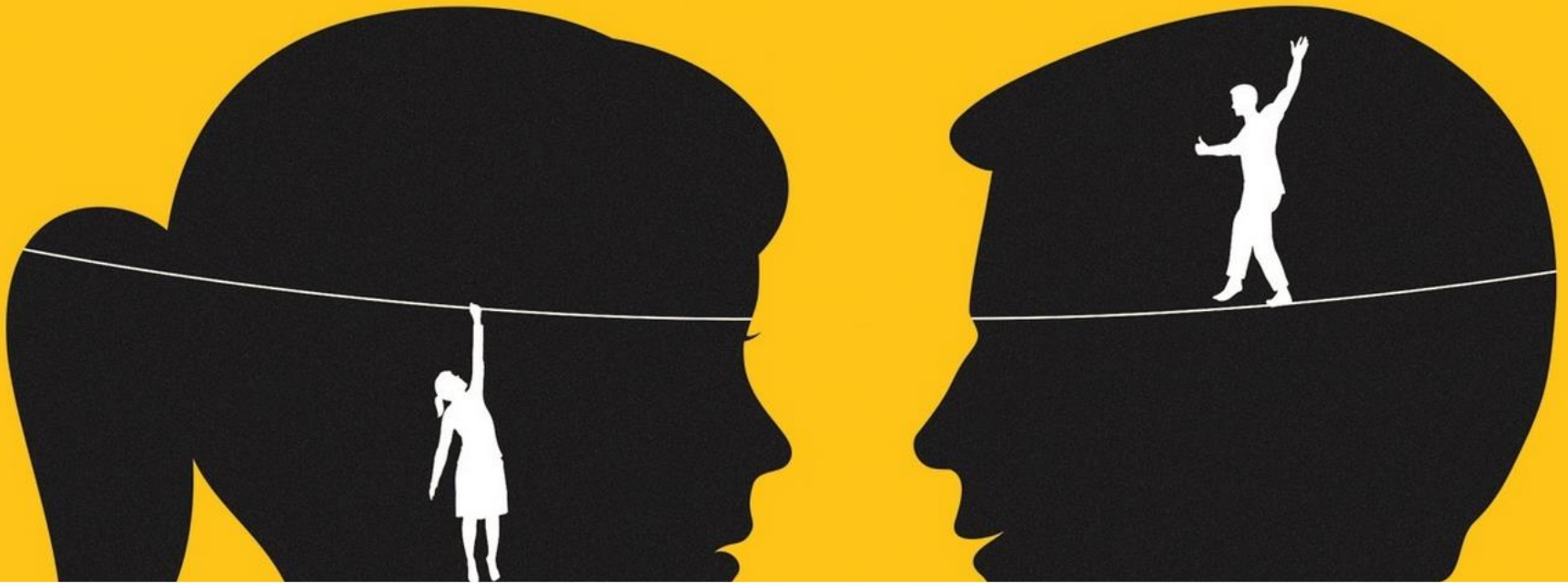


# The communal wall of terror



Communicating  
my ideas

being a leader/  
responsible for  
decision making.



# The Confidence Gap

Evidence shows that women are less self-assured than men—and that to succeed, confidence matters as much as competence. Here's why, and what to do about it.

By Katty Kay and Claire Shipman

Illustrations by Edmon de Haro

APRIL 14, 2014

<http://www.theatlantic.com/features/archive/2014/04/the-confidence-gap/359815/>



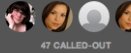
Jenna Goudreau  
Forbes Staff

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## When Women Feel Like Frauds They Fuel Their Own Failures

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Tina Fey once [confessed](#) that she sometimes screams inside her head, "I'm a fraud! They're on to me!" [Sheryl Sandberg](#) attended a Harvard University speech called "Feeling Like a Fraud" and [decided](#) they were speaking directly to her—she'd fooled them all. [Sonia Sotomayor](#) was "too embarrassed" to ask questions while at Princeton University, and [said](#), "I am always looking over my shoulder wondering if I measure up." Meryl Streep gets "cold feet" before every new [project](#) and told a reporter in 2002, "I don't know how to act anyway, so why am I doing this?"



[Click for full photo gallery: How To Stop Feeling Like An Impostor](#)

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Despite being plagued by self-doubt, these women barreled through it to the highest peaks of success. Many more, however, are crippled.

The "[impostor syndrome](#)" was discovered by psychologists Pauline Clance and Suzanne Imes in 1978, and according to a longtime lecturer on the phenomenon, Valerie Young, Ed.D., little has changed in the last three decades—except that more women than ever are susceptible.

Young, the author of new book *The Secret Thoughts of Successful Women*, describes it as "always waiting for the other shoe to drop. You feel as if you've flown under the radar, been lucky or that they just like you. If you dismiss your accomplishments and abilities, you're left with one conclusion: That you've fooled them."

While both men and women experience the impostor syndrome, studies show that

<http://www.forbes.com/sites/jennagoudreau/2011/10/19/women-feel-like-frauds-failures-tina-fey-sheryl-sandberg/>

# hub & spoke: justine hyde

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## Librarians: closing the confidence gap

POSTED BY JUSTINEHYDE · APRIL 22, 2014 · 12 COMMENTS

**FILED UNDER** CAREER, CONFIDENCE, LIBRARIANS, LIBRARIES, PROFESSIONAL ASSOCIATIONS, PROFESSIONAL DEVELOPMENT, SELF CONFIDENCE

Are librarians being held back in their careers by a lack of self confidence? How can LIS educators, professional associations and library leaders help close the confidence gap?

I recently ran some professional development workshops with groups of librarians. As one of the workshop exercises, I asked participants to identify a fear they would like to overcome in preparing to lead the library of the future. The workshop participants wrote their fear on a post-it note, discussed it in pairs, came up with some practical ways they might overcome their fear, and then stuck the post-it note on a wall for other participants to see. One participant dubbed this the 'communal wall of terror'. Some of their fears centered on a perceived lack of technical skills. Strikingly though, most of their fears related to a lack of confidence around interpersonal communication, public speaking/presentations, leadership and decision-making.

A few examples of their expression of a lack of confidence were:

"Initiating contact with people I don't know very well."

"Do I have the ability to succeed?"

"People not taking me seriously."

"Voicing my opinion."



One participant said they didn't like speaking in public. They feared that the audience would judge them because they are overweight. This was a very personal and brave statement to make. It really got me thinking about the role confidence plays in helping or hindering librarians in their careers. I had been

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<http://justinehyde.wordpress.com/2014/04/22/librarians-closing-the-confidence-gap/>

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american.  
**libraries** DIRECT

ALIA Weekly 

# Impostor in the library survey

“I sometimes shy away from challenges because of nagging self-doubt”

“I hate making a mistake, being less than fully prepared, or not doing things perfectly”

# Building self-confidence

- Build on things you have succeeded at before
- See people who are similar to you succeed
- Hear from others that you're capable
- Stay positive and manage stress
- Keep your inner perfectionist quiet
- Act confidently
- Learn from failure and build resilience



A black and white portrait of Daniel Dennett, a man with a full beard and glasses, looking directly at the camera. The image is framed by a thin black border.

**The chief trick  
to making good  
mistakes is not  
to hide them –  
especially not  
from yourself.**

Image: <http://www.brainpickings.org/index.php/2013/05/29/intuition-pumps-daniel-dennett-on-making-mistakes/>

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# Executive derailment

- Unwilling to learn
- Don't adapt to changing circumstances
- Rely too heavily on strengths
- Narrow functional specialty
- Lack self-awareness
- Problems building interpersonal relationships
- Failure to build & lead a team
- Don't meet business objectives

– Van Velsor and Leslie, 1995

# Creating a fearless culture

“In a fear-based, failure-averse culture, people will consciously or unconsciously avoid risk. They will seek instead to repeat something safe that’s been good enough in the past. Their work will be derivative, not innovative. But if you can foster a positive understanding of failure, the opposite will happen. If we as leaders can talk about our mistakes and our part in them, then we make it safe for others.”

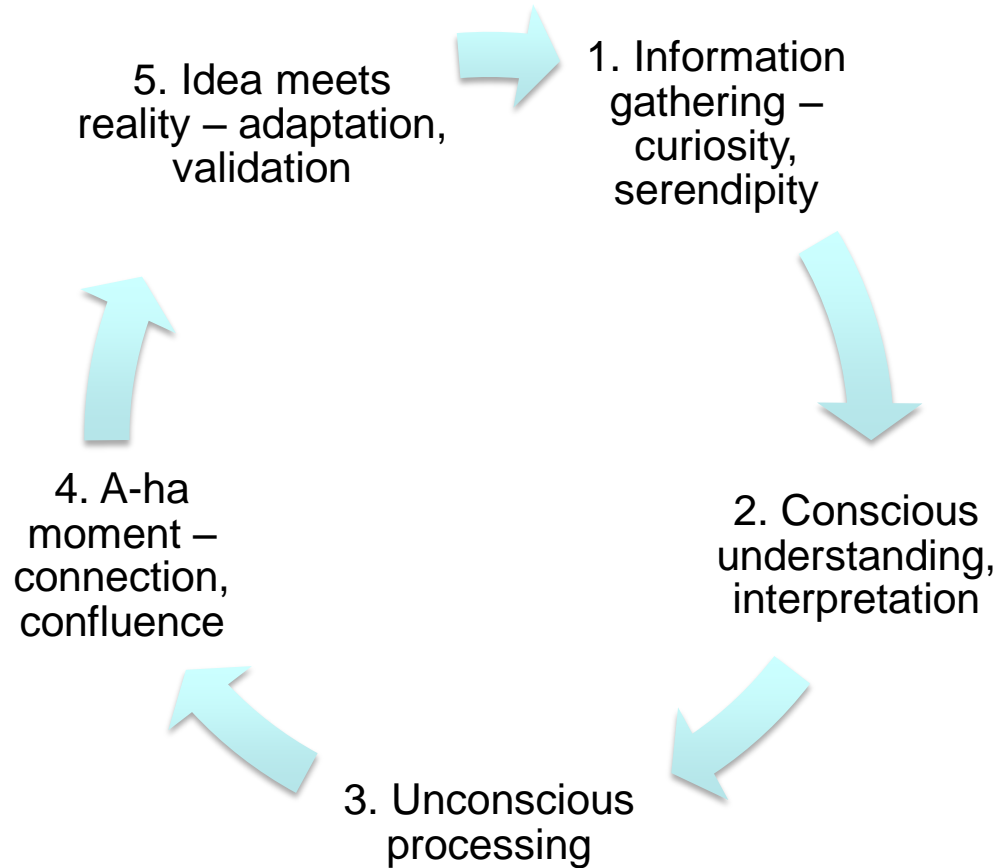
- Ed Catmull, Pixar Cofounder

<http://www.brainpickings.org/index.php/2014/05/02/creativity-inc-ed-catmull-book/>

# 10 qualities of creative leaders – David Ogilvy

- High standards of personal ethics
- Big people, without pettiness
- Guts under pressure, resilience in defeat
- Brilliant brains — not safe plodders
- A capacity for hard work and midnight oil
- Charisma — charm and persuasiveness
- A streak of unorthodoxy — creative innovators
- The courage to make tough decisions
- Inspiring enthusiasts — with trust and gusto
- A sense of humor

# The creative process



- James Webb Young's 5 step technique for producing ideas (1939)
- Graham Wallace's model of the 4 stages of the creative process (1926)
- Arthur Koestler's 'bisociation' theory of how creativity works (1964)

# Where ideas come from

Neil Gaiman: Where ideas come from  
<http://www.brainpickings.org/index.php/2014/02/18/neil-gaiman-on-creativity-where-ideas-comes-from/>



Stephen Johnson: Where good ideas come from  
<http://www.brainpickings.org/index.php/2010/09/23/steven-johnson-where-good-ideas-come-from/>



# The creative process



Tiffany Shlain  
Image: @brainpicker

<https://www.youtube.com/watch?v=5IRr-Jklwlc&list=PLkNaMIsI8oSCCknemN6FeIYOV0OTfBaNT>



# Service model redesign



**State Library**  
of Victoria



# Service model redesign



**State Library**  
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# Service design principles



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- the collection at the heart of the library
- the library is a place for everyone
- make the entire collection accessible to the public
- services should be available physically and digitally
- connect customers with the right expertise at their point of need
- empower customers to serve themselves and others
- actively monitor and measure customer interactions and adjust our services accordingly
- charge for our services where appropriate and charge appropriately for our services



Image: <http://pictify.com/361148/jumping-off-the-playground-swing-photographer-unknown> 26

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“The secret of leadership is simple: Do what you believe in. Paint a picture of the future. Go there. People will follow.”

— Seth Godin, *Tribes: We Need You to Lead Us*

[https://www.ted.com/talks/seth\\_godin\\_on\\_the\\_tribes\\_we\\_lead](https://www.ted.com/talks/seth_godin_on_the_tribes_we_lead)

# Top five regrets of the dying

1. I wish I'd had the courage to live a life true to myself, not the life others expected of me
2. I wish I hadn't worked so hard
3. I wish I'd had the courage to express my feelings
4. I wish I had stayed in touch with my friends
5. I wish that I had let myself be happier

- Bronnie Ware





"HOW WE SPEND OUR DAYS IS, OF COURSE, HOW WE  
SPEND OUR LIVES."

— ANNIE DILLARD

Image: <http://www.brainpickings.org/index.php/2013/06/07/annie-dillard-the-writing-life-1/>

# Is there an impostor in the library?

- Look for ways to build your self-confidence
- Don't shy away from challenges
- Be comfortable with mistakes
- Be creative
- Face your fears
- Follow your passions
- Empower others to do these things

What one idea will you take away  
from tonight?

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# Get in touch



**State Library**  
of Victoria

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