

Leading and Managing Archives and Manuscripts Programs. Archival Fundamentals Series III, Vol. 1. Edited by Peter Gottlieb and David W. Carmicheal. Chicago: Society of American Archivists, 2019. 198 pp. Index. Softcover. \$69.00. \$49.00 for SAA members.

Archivists new to positions of leadership and management generally experience some anxiety when faced with the challenges and responsibilities inherent in leading archival programs and staff. While managing the day-to-day aspects of a department requires hands-on experience, *Leading and Managing Archives and Manuscripts Programs* provides a solid foundation upon which archivists new to leadership and management can begin their newfound responsibilities. It also provides seasoned leaders and managers an opportunity to reconsider their own approaches.

Peter Gottlieb and David W. Carmicheal edited this volume of the Society of American Archivists' Archival Fundamentals Series III and also authored the six chapters comprising part 1 of the volume. These chapters focus on "key archival leadership functions" (p. 5) and cover "Communication," "Strategic Leadership," "Resources and Budgets," "Leadership in Transformative Change and Crisis," "Building Relationships within and beyond the Archives," and "Developing Leaders." In part 2, six additional authors unpack their individual experiences in leadership and management, providing insight into real-world applications of the key functions addressed in part 1.

Carmicheal begins the volume discussing communication, a function that impacts every other element of leadership and management discussed in this work. He stresses the importance of communication, framing it as "the archival leader's most potent resource" (p. 23). He structures this chapter by focusing on the different audiences with whom archival leaders must communicate. Chapter 1 ends with a set-apart transitional paragraph that links to what is addressed in the following chapter; this approach is employed at the end of each chapter throughout part 1 to convey the unity of the work and serves as a helpful guide to the reader.

Gottlieb's chapter 2 and Carmicheal's chapter 3 helpfully address setting a clear strategy for a repository and wisely using the institution's resources and budget to pursue this strategy. While archivists often focus on acquiring additional resources or a larger budget, Carmicheal stresses using *existing* resources to the fullest potential. He understands resources to "encompass many different things—not just money" (p. 40), with people noted as the greatest resource (pp. 41–42).

Both editors stress the vital role of people and relationships in successful leadership and management in the remaining chapters of part 1. In chapter 4, Gottlieb examines how archival managers can lead during transformative change and crisis situations. While he addresses the vital role of planning in navigating change and crisis, a real strength of the chapter is his examination of how such change impacts people, particularly staff members. Part of leading during change and crisis includes guiding and encouraging resistant colleagues through the change process. Gottlieb provides helpful suggestions on how to achieve a successful transition.

Gottlieb's chapter 5 plays a central role in the volume. He asserts that ". . . archives are

inherently both people-oriented programs and, in most settings at least, collective enterprises” (p. 68). He thus emphasizes the central role relationships play in leading and managing archives. Navigating relationships requires self-understanding and a willingness to work with others, especially those with different personalities and temperaments. Valuing others’ input is also a key component of leadership, Gottlieb stresses, writing that “leadership encourages . . . inclusivity by supporting diversity not only of backgrounds and identities but also . . . of values, opinions, perspectives, and temperaments” (p. 71). A leader and manager must not fear diversity, but must embrace it as a key vehicle for the success of an archival program.

In chapter 6, Carmicheal stresses the importance of developing leaders. Development includes working to hone one’s own leadership abilities and mentoring others. Relationships come once more to the fore when Carmicheal writes, “Ironically, leadership is really about teamwork” (p. 89). He points to a central component of leading teams when he notes that “the best leaders achieve results by influencing other people rather than commanding them” (p. 87). Capable leaders need such “soft skills” to build and navigate relationships and support others seeking to grow in leadership ability.

The individual experiences recorded in part 2 of the volume unpack the fundamentals addressed in part 1. Chapter 7, by Sarah Koonts, begins this section and looks at leadership in the context of a state government archives program. Koonts continues the relationship-centered theme of the book, writing that “modern archival programs are all about community” (p. 110). Jennifer I. Johnson continues the theme of community and relationships in chapter 8, focusing on her experience in a corporate archive. In underscoring the importance of relationships, Johnson stresses that “strong personal relationships are the undercurrent of successful transactions” (p. 120).

Chapter 9, by Lynette Stoudt, examines leadership in the context of a historical society. Stoudt contributes to the volume’s treatment of interpersonal skills, writing that “if we simply treat staff as we wish to be treated, there will be fewer motivation and morale problems” (p. 141). In one sentence, Stoudt sums up the importance of leading by example—a theme throughout the entire volume. In chapter 10, Samantha Norling provides a helpful perspective often excluded from leadership texts: as a new professional, she is the only archivist at her institution. Norling examines the complexity of navigating management and leadership in the nonprofit sector. Her contributions to the text help balance the perspectives of the more seasoned professionals who write the other chapters.

Leadership and management in the college and university setting is examined by Megan Sniffin-Marinoff in chapter 11. Sniffin-Marinoff focuses on leadership rather than management, and this focus is particularly helpful when she considers the nature of authority within an institution. The final chapter, by Rachel Vagts, examines the future of archival leadership by focusing on the Archives Leadership Institute (ALI). This program, supported by the National Historical Publications and Records Commission, provides archivists the opportunity to engage with mentors and other professionals to grow in their leadership abilities. Vagts adeptly refers back to the key functions addressed in part 1 throughout her chapter while also stressing the importance of relationships. She

writes, “quite possibly, the most significant thing we must do as archival leaders is develop new leaders” (p. 177). Vagts’s chapter includes suggestions for how to better serve the archival community in encouraging the development of such new leaders.

Leading and Managing Archives and Manuscripts Programs succeeds in including a variety of principles and perspectives to “provide readers with opportunities to explore their individual managerial styles” (p. ix). The book thus accounts for the unique contexts in which archivists work and encourages readers to consider their unique personality and temperament in relation to their leadership responsibilities. The authors stress the importance of flexibility, acknowledging that no one-size-fits-all leadership or management style or process is possible (or desirable). A clear structure conveys the principles and themes of the text, providing for an engaging reading experience and encouraging future reference use. A helpful annotated bibliography provides further resources for those seeking to develop as leaders and includes books, articles, websites, blogs, podcasts, and information on programs such as ALI. Readers are therefore equipped to engage in further development of leadership abilities.

A weakness of the volume is that the first chapter overemphasizes communication as the “archival leader’s most potent resource” (p. 23), while the rest of the work points to relationships as the most important asset to the archival leader. People are archival leaders’ most potent resource because people impact what and how one communicates. Carmicheal writes of the saying “our people are our greatest asset” that “nowhere is this statement truer than in an archives” (pp. 41–42). The related issues of self-awareness, mentorship, and teamwork are all founded upon the resource that is people. *Leading and Managing Archives and Manuscripts Programs* also addresses the importance of the leader’s character (particularly humility) and self-awareness. Proper self-awareness only comes through engagement with others, and character is only developed in community. Thus, relationships must precede communication as the foundational element in leadership and management. Therefore, chapter 5, “Building Relationships within and beyond the Archives,” is the heart of this volume because it focuses upon the importance of people and relationships, which is truly the central theme of the text.

Archival students, new professionals, and experienced archivists alike should read this volume and retain it for its reference value. While particularly valuable to those beginning their leadership and management responsibilities, seasoned leaders and managers are challenged to reconsider their preconceived notions of what leadership and management entails. The archives community is well served by this challenging and edifying text.

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