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I define leadership as the ability and the desire to take responsibility for and to provide guidance for an organization, a concept, or an initiative, within a spirit of partnership and service. The true leader is one who prioritizes and directly facilitates communication, empowerment, ownership, and resultant leadership from within a team, in an egalitarian fashion, with the leader clearly and consistently serving this philosophy and, by extension, serving the team.

This is the embodiment of the concept of servant leadership, as first defined by Robert Greenleaf, a long-time AT&T executive, in his 1970 essay titled "The Servant as Leader."

z@ 282 0~<0839/ 0871 fl L L~<86H/ 93<86580? -0839 2~3 03A0 @2 @294011 ~: 21<7 17681 6/ 0@ 6/ H2=216<2H0 @ 20H28V My first knowledge of servant leadership came from an article titled "Servant Leadership: A New Model for Law Library Leaders," authored by Filippa Marullo Anzalone, associate dean for library and technology services at Boston College Law School, published in *Law Library Journal* 99, 793 (2007).

This article was published two years into my career as a law librarian and was the impetus for me to define and work toward the leader that I am now. In detailing the background and development of the 10 characteristics of servant leadership, Anzalone emphasized the importance of active listening, authenticity, and holistic concern for both groups and individuals. Each day, I think about these principles and work towards a deeper understanding, application, and realization of them.

) : 4: 20H28@ 4~@ 41@A282 3 2? 6 @H479/ 136 H2=216<V According to Anzalone's article, the 10 characteristics of servant leadership are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. I have found healing and building community to be the two most difficult of these characteristics or skills to develop. Healing is challenging since it requires leadership that recognizes and accepts the characteristics and experiences that each team member brings and attempts, in the words of Robert Greenleaf, to help each team member's "search for wholeness." In other words, healing demands that a leader look beyond what a team member may say or do, especially if it reflects resistance or indifference, and find that which will allow the team member to be their best self in the context of the work or initiative.

Similarly, building community can be thwarted by resistance or indifference from team members. According to Anzalone, "[t]he community that the servant leader builds is a team that works synergistically since the true servant leader is interested in developing leaders and does not hoard decision making."

Libraries often have team members who are not interested in or receptive to a leader's overtures to them, and I have had my fair share of roadblocks in developing, testing, and sharpening leadership skills that require a degree of substantive buy-in from team members, as opposed to mere surface-level cooperation.

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often when leadership best develops, grows, and becomes inseparable from one's spirit and being.

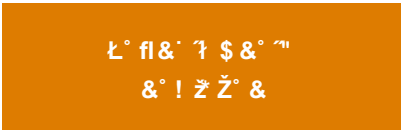
Do you know a great leader? Recommend a leader for us to spotlight in the Leader in You column. Send your recommendation with a brief description of why you think they are a great leader to [2.1@4F428](mailto:2.1@4F428), chair of the Leadership Development Committee.

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To advance your career, mastering the basics of legal research, strategic thinking, and budgeting is essential. Elevate your skills and career by enrolling in AALL's [217@092H96/8@2](mailto:217@092H96/8@2) For experienced professionals, these courses also offer an excellent refresher on these crucial topics.

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AALL has exciting webinars planned for the next few months, including the [Z:6?@.2/328@J08328'2F4080\):03@2E3fl73281.2.flz,Ž/2@H01i\\$936F28B"/.fl786?MMD/OPP;M0/<PFG\(ŽR](mailto:Z:6?@.2/328@J08328'2F4080):03@2E3fl73281.2.flz,Ž/2@H01i$936F28B) visit [flflℓℓ2ℓ208.4.5](http://flflℓℓ2ℓ208.4.5) to stay up to date on future topics and to register.

Is there a topic you want covered in an AALL webinar? Please submit the [A2F408<86<6@1768?](mailto:A2F408<86<6@1768?) or email [1208.4.5X001f685](mailto:1208.4.5X001f685).

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Selected by AALL's Continuing Professional Education Committee

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This 2019 AALL Annual Meeting program promotes research advocacy and information literacy for prison patrons. However, it is as timely as ever in light of the recurring instances of prisoners conducting their own research and crafting their own arguments from that research to overturn their wrongful convictions.

Find many more continuing education programs and webinars on [flflℓℓ2ℓ208.4.5](http://flflℓℓ2ℓ208.4.5).

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AALL wants to know what's happening within your specialized groups. If your caucus, chapter, or SIS has any news items, upcoming events, or would like to highlight members' accomplishments, please contact [20328'02?>28](mailto:20328'02?>28), AALL director of marketing & communications.

