

REPORT ON ***WORKSHOP ON LEADERSHIP DEVELOPMENT FOR DIRECTORS OF NATIONAL LIBRARIES IN DEVELOPING COUNTRIES 2004*** ORGANISED BY NATIONAL LIBRARY OF MALAYSIA UNDER THE MALAYSIAN TECHNICAL COOPERATION PROGRAMME (MTCP) , KUALA LUMPUR, 23 – 28 MAY 2004.

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Introduction

The idea for a workshop on leadership development for Directors of National Libraries was first mooted at the meeting of the Standing Committee on National Libraries the 68th IFLA conference in Glasgow, Scotland in August 2002. At the 69th IFLA Conference in Berlin in 2003 the Standing Committee on National Libraries agreed that the National Library of Malaysia undertake the organization of this workshop as a pre IFLA Conference Workshop.

A proposal for a Workshop on Leadership Development for Directors of National Libraries in Developing Countries was submitted by the National Library of Malaysia to the Economic Planning Unit of The Prime Ministers Department for approval and funding support under the Malaysian Technical Cooperation Programme or MTCP. Approval was duly obtained in early 2004 and the Chairman of the Standing Committee on National Libraries was duly informed.

Subsequently the organization of the programme was undertaken by the National Library of Malaysia following the procedures and protocol of the MTCP. The approval also coincided with the special acknowledgement by the Malaysian Government for the 20th anniversary of the National Library of Malaysia's involvement in the MTCP. The National Library has been offering 2 courses under the MTCP since 1984, namely the *Basic Course for Library Assistants* and the *Programme of Visits and Attachment for Library Professionals*.

Date and Venue

The Workshop was held at the Grand Seasons Hotel , Kuala Lumpur from 23 -28 May 2004. Accomodation and board was also provided for all participants throughout the workshop at the same hotel.

Participants

As this was the first time the Workshop was being held, participation in the workshop was by invitation of the Malaysian government following criteria for selection of candidates approved for the MTCP. These included a professional library qualification, relevant position in the National Library of the respective countries, certified medically fit by health authorities in applicant's countries and endorsement by Ministry of Foreign Affairs in applicants' respective countries.

Based on budget allowed 17 national librarians were invited to participate in the above workshop. They were from Bangladesh, Bosnia and Herzegovina, Brunei Darussalam, Cambodia, India, Indonesia, Laos, Malawi, Maldives, Myanmar, Nepal, Pakistan, Philippines, South Africa, Thailand, Republic of Uzbekistan and Vietnam. All accepted, however Bangladesh, Myanmar and Thailand were unable to attend due to other commitments nearing the workshop period. So 14 national library directors and 4 Malaysian librarians attended the workshop. The full list of participants is in Appendix 1 of the Report. All participants were fully sponsored by the Malaysian Government under the MTCP.

Official Opening

The Workshop was officially opened by the Hon. Mrs. Komala Devi, Parliamentary Secretary, Ministry of Education Malaysia on 24 May 2004 at the Ballroom of the Grand Season's Hotel, Kuala Lumpur.

Objectives

- To provide a conceptual framework for understanding organizational dynamics in a changing environment and to understand the critical role of leadership in an organization
- To explore the various managerial styles and understand the impact of styles in management
- To reinforce the understanding of teamwork for peak performance
- To guide and heighten the process of self-development
- To provide an overview of ICT policies and programmes and leadership role of the National Library in Malaysia.

Course content

The Workshop covered the following topics

- Expanding your comfort zone
- Leading with a conceptual framework
- Understanding personality types in organization
- Are you getting quality feedback
- Transformational leadership
- Understanding your management styles
- Organisation processes – effective communication
- Tips for teamwork and effective human relations
- Strategic management
- Understanding the strategic planning process
- Strategic human resources management
- Bridging the digital divide – library initiatives

- The learning organization
- Knowledge management

The Workshop was conducted mainly through lectures and group discussion. Visits to the National Library of Malaysia, Selangor Public Library Corporation and the Kuala Lumpur International Book Fair were also included in the workshop programme.

Facilitators

The course was conducted in English by the Workshop Consultant Mr. Shukri Ibrahim, who has extensive experience with leadership programmes and consultancies at the National Institute of Public Administration (INTAN). The following speakers were also invited to speak on specialized topics –

- *Overview of national ICT policies and programmes* by Dr Anish Kumar Roy, Under Secretary, International Affairs Unit, Ministry of Energy, Water and Communication Malaysia
- *ICT Strategic Plan* by YM Raja Malik Raja Mohamad, Deputy Director-General, Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
- *Learning Organisation and Knowledge Management* by Prof. Dato' Dr. Ibrahim Bajunid, Dean, Faculty of Social Science and Humanities, Universiti Tun Abdul Razak, Malaysia
- *Bridging the digital divide – library initiatives* by Dato' Zawiyah Baba, Director-General, National Library of Malaysia.

Forum

A forum on *Bridging the digital divide – issues and challenges in developing countries* was held on 28 May 2004, moderated by Ms. Siti Zakiah Aman, Director, Corporate Planning and Communications, National Library of Malaysia.. Four panelists comprising of Dr. Enes Kujundzic (Bosnia and Herzegovina), Mr. John Tsebe (South Africa), Ms. Zulfa Mohamad (Maldives), Dr. R. Ramachandran (India) presented views and perspectives from their own countries, followed by discussion and input from other participants.

Participants made the following recommendations for consideration by the National Library of Malaysia –

- A listserv and discussion group be established for workshop participants to facilitate continuing dialogue and discussion on issues relating to library development
- The workshop be instituted as a regular programme under the MTCP
- Introduce regional projects such as regional bibliographies
- Malaysian libraries' initiatives in bridging the digital divide be presented at IFLA

Social Activities

A number of social visits were also organized for the participants before and also during the Workshop to the following places –

- Kuala Lumpur city tour including the National Palace, National Monument, Petronas Twin Towers, the tallest buildings in the world and the Kuala Lumpur City Centre
- Putrajaya, the new administrative capital of Malaysia
- Kuala Lumpur Central Market.

Participants were also assigned liaison officers to assist them with visits to other places of interest not covered in the official itinerary.

Closing ceremony

A farewell dinner cum closing ceremony was held for the Workshop participants at the Ballroom of the Grand Seasons Hotel on 28 May 2004. Participants contributed cultural items from their respective countries which made the evening enjoyable and memorable.

Workshop evaluation

Based on feedback obtained from participants, the Workshop had achieved its objectives and participants found the workshop useful and enjoyable. Participants also agreed that the workshop be held annually or twice a year as a forum for discussion on issues of common concern and exchange of ideas and experience among national libraries in developing countries.

Conclusion

The National Library is honoured and very pleased to be able to host the first Workshop for Directors of National Libraries in Developing Countries under the Malaysian Technical Cooperation Programme in Kuala Lumpur. Recommendations made by participants of the Workshop will be considered and proposals for implementation submitted to relevant authorities in due course.

The National Library of Malaysia would like to thank the IFLA Standing Committee on National Libraries for the opportunity to organize the Workshop for Directors of National Libraries in developing countries and the Government of Malaysia for approval and financial support to organize the workshop under the Malaysian technical Cooperation Programme 2004.

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