Developing the concepts of ‘leadership for all’ in library and information services: exploring the rationale and making it happen workshop

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Introduction

- Overall purpose is to explore leadership for all for libraries through workshop activities
- Leadership theories overview (including change, developmental leadership, transformational vs. transactional management, vision, motivation)
- Implications of leadership for all for library management (including facilitative management)
- Development approaches for leadership for all
- Workshop on what it all means
Management theories that inform leadership for all: change

- Change is unpredictable/constant and felt at individual level (Drucker)
- Nature of change is main driver for leadership for all
- In times of change, challenge is for people to take responsibility for their own work and ensure actions follow library’s strategic direction

…………..therefore leadership for all (alignment – autonomy framework)
Alignment – autonomy framework (Smith and Sharma, 2002)

- Authoritative organisation
  - Conformist culture
- Idiosyncratic organisation
  - Indifferent culture
- Innovative organisation
  - Collaborative culture
- Entrepreneurial organisation
  - Chaotic culture
Developmental leadership

- Managers have to ensure employees are prepared for life long learning
- Managers should prepare employees to take on more challenges and cope with increased competition
- Developmental leadership is about encouraging participation, gathering views and using mistakes as on opportunity to learn
Transformational management vs. transactional management

- **Transformational management** – empowering staff to question, to express themselves, to work towards library’s strategic objective, to develop leadership skills

- **Transactional management** – focused on tasks and compliance and rewards and punishments

  Transactional management may have worked in past for libraries but not in future
Vision

- In transactional management, vision developed by few and handed down.
- In transformational management, people in library develop vision and express their views on the way forward.
Motivation

- When people are intrinsically motivated, they manage themselves and are rewarded by challenges.
- When people are extrinsically motivated, people are supervised and motivated by rewards or avoiding punishment.
- Sustainability means people are needed who are self-monitored, self managed and self motivated.
Leadership for all and library management commentators

- Very little been written on leadership for all in libraries
- But… many views expressed that previous library leadership approaches not appropriate in times of massive change
- Jettison command and control in favour of effective communication, supporting collaboration and involvement in decision making
- Leads to the development of the facilitative library manager
Facilitative library manager

- Focus is on empowerment of staff, ensuring involvement in developing purpose and building strong teams
- Major role for facilitative library manager is to develop the culture and environment where people can express themselves, use their initiative and not be afraid of failing
- But facilitative library manager also has to be visionary and decisive
Making leadership for all happen in libraries

- Developing shared vision is very important, manager needs skills of negotiation and influencing
- Needs to be mutual trust between library managers and staff
- Action learning is effective in developing leadership skills
- Manager has to ensure there is great communication in library
Workshop on leadership for all in libraries

- What are the likely problems to arise in a library if leadership is developed?

(on fishbone, write down individual problem beside individual ‘bone’)
Workshop on leadership for all in libraries

- What are the ways the different problems identified by the other group can be overcome?

(on fishbone, write down the ways the problems can be overcome beside the individual ‘bone’)