Rethinking Leadership: Finding the Right Balance in Managing the 21st Century Library

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ABSTRACT

Library must strike an appropriate balance in providing innovative and quality service to the users. Library should stay focus on customers and their changing needs and should create library as service rather than library as place of collection. Professionals in libraries will have to learn to lead change and rethink their strategic role to find out the gap between patron demands and service and should fill the gap by apply strategic ideas. A strong, dynamic, and visionary leadership is the need of the hour in order to preserve the past, convene the present and work to build a better future. If library wish to sustain, remain competitive and viable, transformational and evidence based library leadership must developed among the library leaders to sustain and thrive to build a successful libraries of the future. This paper will examine and explore the new frontiers of library leadership and enthusiastically implement strategic action plans for sustaining and maintaining the library of the future with special emphasizes on core competencies for the next decade librarians.

Keywords: *Leadership, Library Innovation, Change Management, Strategic Innovation*

INTRODUCTION

User engagement in the library is one of the important and crucial issues in the library. In order to cater to the users' demand and effectively satisfy the information needs, strategic role of library must be re-looked and working style should be changed. The working style and strategy plan of the librarian is required to re-invent and re-look what we called "*Transformational Leadership*". Transformational leadership in libraries represents self-sustaining change along with the propensity to encourage creative thinking, evaluate innovation efforts, identify creative leadership, develop an innovative climate, assess tolerance for change, and understand patron needs with effective solution that improves library experiences for patrons. Academic institutions should constantly greetings new scholars and academicians, introducing new curricula, fostering new partnerships, examining and exploring new community roles and embarking the instructional challenges in the changing research scenario. Librarians should act here as leader in instructional change. Innovation in library is imperative where librarians should accept the innovation challenge with an entrepreneurial mind-set like and test, measure and refine. And if something does not work, they must go through the process again-test, measure, and refine using new ideas and concepts.

2. Defining Leadership

Stogdill (1974) in *The Handbook of Leadership: A Survey of Theory and Research* stated that there are as many definitions of leadership as there are persons who have attempted to define the concept. Bannies and Nanus (1985) in their work *Leadership: Strategies for Taking Charge*, have narrated leadership as "the most studied and least understood" topic in social science. To define leadership, it may be helpful to remember what Warren Bennis (1959) wrote is still as applicable today:

> "…Always, it seems, the concept of leadership eludes us or turns up
> in another form to taunt us again with its slipperiness and complexity.
> So we have invented an endless proliferation of terms to deal with it . .
> . and still the concept is not sufficiently defined..."

The definition of leadership has continued since Stogdill's observation and it has been defined in terms of traits, behaviors, influence, interactions patterns, role relationships and

occupation of an administrative position. Over past 50 years, we can see some representative definitions in leadership. Hemphill & Coons (1957) defined leadership as "the behavior of an individual . . . directing the activities of a group toward a shared goal". Katz & Kahn (1978) defined Leadership as "the influential increment over and above mechanical compliance with the routine directives of the organization". Rauch & Behling (1984) defined.

Leadership as "the process of influencing the activities of an organized group toward goal achievement". Drath & Palus (1994) defined Leadership as "the process of making sense of what people are doing together so that people will understand and be committed". Richards & Engle (1986) narrated Leadership "about articulating".

Leadership from the above definitions can simply be defined as the process of influencing someone to guide, structure, and facilitate activities and relationships in a group or organization.

3. Transformational Leadership, Strategic Challenges and Key Trends

The library must re-think and re-look their strategic plan(s) and working style to sustain in the changing environment. Librarian as catalyst of change must focus on future excellence in selective direction(s) and domain(s) in order to address the influenced factors. The emerging factors and trends that influenced Transformational Library Leadership to rethink their strategic approaches and role may be seen as development of scholarly e-contents and formats; rapid advances in technology offer exciting opportunities and previously unimaginable ways of working; users expectation of 'anything, anytime, anywhere' and use mobile technologies, e-books, non-textual information are becoming increasingly common-place in supporting teaching, learning and research; research across disciplines and institutions; library collaboration to provide resources and support beyond organizational boundaries; meet research and curriculum needs of existing, new and emerging academic programs; limited budgets and cutting edge technologies; strategic collaboration and advocacy in library service; long-term sustainability of critical resources and services, shift in content creation to e-books and print-on-demand; persistent instability in the world economy; library web presence; development and application of social web; new form of scholarly library 2.0 collaboration such as blog, wiki, tagging etc, mobile library, use of google apps etc.

4. Strategic Goals in Strategic Library Environment

Leadership Competency Model outlined in Hernon and Schwartz (2008) categorized three major areas of leadership as (i) *Transformation*-The ability to respond to change with vision through energizing and inspiring stakeholders, (ii) *Accomplishment*-The ability to realize vision and strategy through optimizing structures and processes, and (iii) *People*-The ability to create an organizational culture where all employees are valued and energized to continuously improve and perform to the best of their abilities. Above three areas are equally important as management practices that will help library leadership take full advantage of the skills and abilities of their professional workforce. In order to survive in the changing world, strategic direction must be set with reflective goals in implementing best-services practices, and providing value-added library services. In order achieve the goal, the library should leadership approaches like collaborate with faculty & students for promotion of scholarly contents; customize and design library resources on users' perspective; respond to their needs by providing access to a balanced collection; expand outreach services to meet the needs of the community, enhance library presence in the community, re-think and enhance technology to stay current, secure, and safe; ensure that library services are planned and delivered on community perspective; provide relevant collections and services to entertain, enrich and inspire the lives of the learning community; improve and expand core services by making more effective use of relevant technology, strive to keep library as a vibrant learning community hub through effective marketing to meet the needs of the community in all aspects of its operation; encourage integrity, accountability, hard work, external recognition, and a constant striving for success, and address the service needs of all users by recognizing their individuality.

5. Prioritizing Library Leadership: Exploring the Frontiers
Libraries must explore the key frontiers of next decade in order to sustain and survive in the changing scenario. Librarians as visionary leaders should prioritize and focus on basic approaches and efforts on key strategic areas of the 21st century to remain key players in the academic world:

5.1   Collection Development and Hassle Free Dissemination
        Development of healthy contents, content aggregation and its hassle free dissemination should be the prime goal in order to engage users. Users increasingly expect seamless discovery and hassle free information communication for using the content in their own work places. Hence, customer focused and quality collection

development should be given the first priority by the library. Collection development as a part of the library development, the library should look on the review collection and development policies to ensure the best possible match with the needs of teaching, learning and research. The strategic approaches like development and amalgamation of e-contents with print resources; management and expansion of e-books collection; collection, storage and preservation of digital content created by the scholarly community and its promotion through scholarly models; development, enhance access to and promotion of the special collections in both physical and digital forms to support teaching, learning and research; content promotion in all formats with use of suitable metadata standards; development of suitable procedures on fair use of digital contents and orientation of users on most use of the research contents, and building collective and comprehensive collections across the disciplines through consortium, collaboration and other suitable partnerships, and acquire, promote special collections of scholarly significance -print, digital, multimedia to enrich the research and teaching environment on campus and make these unique materials accessible to scholars worldwide with application of appropriate dissemination methods.

5.2   Users Engagement and Participation

In collaboration with faculty and other academic partners, library should enhance and effectively promote the library's programs, facilities, and services to ensure that students excel in their academic careers and beyond. The library should offer a tailor-made and focused service to meet specific educational goals and students' needs in various disciplines. Partnership with other or similar institutions should have been the prime goal of the library to provide more effective assistance to students. Library should involve in the tasks like building information literacy programs and collaborate to provide academic technology support for teaching and learning; work with the faculty to introduce new channels for integrating library staff in classes, programs, and academic department; collaborate within the library and with other campus partners to develop re-usable teaching modules and assignments; greatly enhance on-line guides and instructional tools for library databases and reference collections; consult regularly with faculty members about students' performance vis-à-vis information literacy, research papers, and assignments and integrate this information into the library's instruction assessment strategies and bridge the gap; develop a series of educational offerings to promote community outreach and civic engagement amongst students; discover new activity such as student, faculty and library coordinated lecture series on topics generated by campus-wide initiatives; develop

state-of-the-art search and retrieval systems that seamlessly link students to needed information through an easy to use front-end that reflects student searching preferences; continue sponsorship of interactive promotional programs and scale up orientation programs; continue partnerships with the community to help promote library services, including corporate/business sponsorships and collaborations with local libraries; track the students' attendance patterns, regulate service-hours accordingly; develop expanded policies and procedures to support the research practices of patrons with special needs and explore circulation of objects as value-added services, such as a pilot program to circulate i-Pads and Kindles etc.

5.3   Strategic Alliance and Scholarly Collaboration

Community partnerships and strategic alliance are crucial to meet the organizational commitment. The library therefore must channel particular strengths and provide coordinated, sustainable and focused services to users' perspective and should collaborate with faculty and students. Library activities like partnership with faculty, including support for scholarly communication; collaboration in developing the library infrastructure that supports teaching and learning and enhancing fund for those projects and establishing and developing partnerships with institutions of similar mission to deliver ways of sharing costs and resources to sustain and improve high-quality library collections and services for current and future users.

5.4   Digital Infrastructure and Support

Digital infrastructure provides a set of services and systems to support access to and management of library content. Lisa Spiro & Geneva Henry said that "What makes a library unique today is not the size of its holdings but the quality and innovative nature of its services" (Spiro & Henry, 2010). Hence, libraries must shift their budget from collections to new services and infrastructure to ensure long-term success. Users' perception in the next decade will be drastically changed where knowledge manager required to build a wider role in supporting the growing demand from users for mobile working, accessing library content "anywhere, anytime", greater personalisation of services and a more interactive experience. Use of non-textual contents such as images, sound and video will be increasingly important to users in the next decades. Hence, the libraries should set their strategy in content collection and aggregation and accordingly more investment should be done in equipment and support systems with special focus on development of e-contents. Use and exploitation of mobile and library 2.0 technologies with flexibility, user-friendly access to library content and services; management and promotion of knowledge repository

using open source software for the collection, long-term storage and more participation dissemination of digital material; making appropriate use of innovative technologies and embracing the open-access with suitable digital infrastructure to engage and embrace more participants in teaching, learning and research will be focal points for the next decade library.

5.5   Develop and Sustain the Library Presence

Library should focus on "service" rather than "place" both in virtual as well as physical space is most important in the 21st century. In order to sustain in future, the library leader should think of web-presence of the library to reflect its importance as the gateway to resource and services through library portal with users' engagement perspective. Information for all and maximum access should be the main task Library.

5.6   Development of Library Fund and Strategic Investment

Strategic long-range planning must be conducted leadership by librarians in the changing informational landscape that brings exciting opportunities to invest in the new services and resources. However, central funding must be explored due to diminishing budget on the other hand to build quality collections and services. Library should anticipate and influence change, relocate resources based on highest priorities and should collaboration with other organization, and use of technology to minimize the impact of shrinking resources. Library should consider a careful programme of consolidation to provide more efficient and effective services in limited budget and should continue to work closely with similar partner in order to increase income from external sources and work with external partners to share costs and resources. It's also important for libraries to calculate and evaluate the return on investment (ROI) similarly important for libraries.

5.7   Foster Organizational Culture and Staff Development

In order to embrace new opportunities in a digital world, library professionals need to keep abreast of the changing needs of users and should develop effective mechanisms to understand and respond to these changing needs and employ resources in appropriate ways. Librarian, as change leader, should adopt common library-wide strategic priorities, policies, practices, and collaboration tools to enhance effectiveness and service and promote regular communication and flexible staffing amongst the units and should emphasize communication, teamwork, and flexibility while defining competencies for all library positions.

5.8   Implementing Creative Business Practice and Tools

New business practices and tools should be implement in works. Library should focus on continual learning and constant improvement of services; apply new technologies to improve service and reduce cost; enhance flexibility and responsiveness; patron driven service especially in research and learning activities; evaluate and assess staff productivity, and reallocate resources to higher-priority work. The practice of Total Quality Management (TQM) process in service with special focus on customer's need and process improvement.

5.9   Embracing Open Access

Open-access scholarly contents will be the best choice in the changing needs of research scenario. Library as a partner in scholarly communication should develop and implement sustainable economic models to support repositories and other scholarly communication platform for researchers and facilitate cross-disciplinary research collaborations through increased library staff participation.

5.10   Managing and Preserving Resource

Library should build a suitable model in content management and long-term preservation and conservation of the library's collection for scholarly research. Library should expand preservation efforts for digital resources, reallocating funds and working with trusted third parties; provide long-term access to digital content including research data, visual resources, subject repositories, e-books, streaming media, institutional records, websites, and digitized copies of print resources and selectively adopt new acquisition and access methods, including demand-driven approaches to respond quickly to the users and expand the scope of maximum availability of resources.

5.11   Library as Service

Library should act as "service" instead of library as 'place". Library as service should focus on the customer. Users should have access the resources in everywhere. Paula Kaufman (2007) predicated that "In the future, many libraries will choose to integrate information fluency instruction into course management systems, develop mass customized path-finding services pushed to students, and offer an array of classroom support services that integrate class readings, information instruction functions, and access to and delivery of content in all media and expertise into the systems the students and their teachers will be using characteristically" (Kaufman, 2007, p. 20).Library as service stimulates deeply into activities and programs of

campus to achieve campus strategic goals including outreach. It empowers and enables customers to be effective information users and creators. Library as service collaborates to achieve national information objectives and promote resource sharing of each individual library or other collaborator. It promotes activities such as open access and system interoperability design that strengthen the national information structure.

| Knowledge Competencies | Skills Competencies | Attributes Competencies |
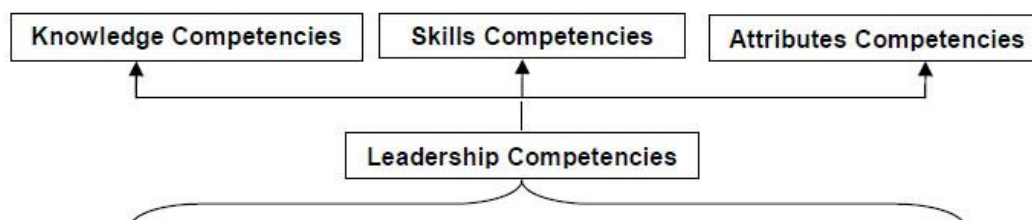
Leadership Competencies

Key Frontiers	Leadership Approaches
Collection Development & Dissemination	e-collection, patron-driven, single platform, e-portal, collaboration, consortia, web discoverable
Users Engagement and Participation	focused content, classroom discussion, Instruction programme, information literacy, LibGuide, Kindle
Strategic Alliance and Scholarly Collaboration	faculty-staff collaboration, e-consortia, campus involvement, networking, web 2.0, mobile apps
Digital Infrastructure and Support	Digital collections, content personalization, non-textual content, open access, social web
Develop and Sustain the Library Presence	Single Integrated portal, single integration, maximum access, library marketing, user orientation
Library Budget and Strategic Investment	Strategic planning, explore project, resource reallocation, futuristic vision, create revenue, ROI
Foster Organisational Culture and Staff Development	Staff empowerment, team work, work delegation, diversity in work, reward, more participation
Implementing Creative Business Practice and Tools	Continuous learning, embrace innovative technology, flexibility, reengineering adventure, service redesign, service evaluation, decision making, TQM
Embracing Open Access	Digital repository, open access model, author participation, cross-disciplinary research, workshop
Managing and Preserving Resource	Frame model, open access, long-term access, data migration, adoption of new preservation method
Marketing and Promotion of Library Service	e-portal, library orientation, online support, user group meeting, information literacy, web survey
Library as Service	Customer driven, career guide, classroom support, universal access, user feedback, collaboration
Charismatic Leadership and Embrace Innovation	Strategic rethinking, library innovation, change management, service evaluation, positive mind set & skills, competencies
Fig:1 Leadership key frontiers, Approaches and Competencies	

KEY FRONTIERS

5.13   Charismatic Leadership and Embrace Innovation

Continuous innovation with application of new technologies should be the new mantra that library should apply. Librarians should approach the innovation challenges with an entrepreneurial mind-set; test, measure, refine with rigorous process till the targets are achieved across the whole library value chain. For instance, changes might be operational, atmospheric, format and any other types which can be applied for development of the library. Innovators can come from all levels of an organization, so appropriate path must be developed and maintained to encourage bright ideas to bubble to the surface. At the same time, evaluation goes hand-in-hand with experimentation. The Library needs to train staff to integrate targeted "marketing" into each interaction, just as we need to support them in keeping up-to-date with continuous changes in information services technology. Above all, positive attitude with quality of charismatic leadership must be developed and foster among information professionals to sustain and survive in the next decade.

6. From Surviving to Thriving: Library Leadership Core Competencies for Shaping the Frontiers

The guiding principles of librarianship demands sound business management practices, align with campus learning & research goals, quickly apply new technologies to improve service, utilize benchmarks in implementing best-services practices, and provide value – added library services. To sustain and carry forward the principles, leadership competencies must be developed among the professionals of the 21st century.

Competency is an individual's inner attribute that can propel the individual to perform good operation that is in accordance with the responsible criterion (McClelland, 1973). It is the quality inside an individual that regulates the behavior of that person towards the goal under an organizational environment. It also regulates the person's determination towards the required outcome and ability to outdo others (Boyatzis, 1982). Competency is often defined in terms of relationships of knowledge, skills, and personal attributes affecting operation. In terms of organizational services, the core competency is defined as quality, knowledge, basic ability possessed by every individual in the organization. It can be said to be a common characteristic of the organizational personnel and hence, the organizational culture.

Thus, an organization's core competency may not be similar to another organization's core competency (Kongkasawad, 2007). Core competencies refer to the characteristics of information professionals that reflect their knowledge, skills, and personal attributes they appropriately and successfully use in the operation of information profession according to academic library's goals.

Review of literature on core competency has found much more importance among the professional associations in many countries. Some institutions have applied it as evaluation tool to evaluate the library services. Many associations have recommended core competency for the library and information service like ALA's Presidential Task Force (2008) for information professionals such as (1) Foundations of the Profession, (2) Information Resource, (3) Organization of Record Knowledge and Information, (4) Technical Knowledge and Skills, (5) Reference and User Services, (6) Research, (7) Continuing Education and Lifelong Learning and (8) Administration and Management. University of Nebraska-Lincoln Library (2007) has set the core competency for the development of library personnel like Accountability, Adaptability, Communication Skills, Customer/Quality Focus Inclusiveness, Occupational Knowledge/ Technology Orientation, Team Focus, Leadership and Problem Solving/Decision Making. McNeil, & Giesecke (2001) explored twelve competencies of information professionals in libraries such as: (1) Analytical Skills/Problem solving/Decision Making (2) Communication Skills (3) Creativity/Innovation (4) Expertise and Technical Knowledge (5) Flexibility/Adaptability (6) Interpersonal/Group Skills (7) Leadership 8) Organization Understanding and Global Thinking (9) Ownership/Accountability/Dependability (10) Planning and Organization Skills (11) Resource Management, and (12) Service Attitude/User Satisfaction. Abels et al(2003) suggested two groups of core competencies of information professional like Group-1 refers to the *Professional Competencies* comprising four items: (1) Managing Information Organizations, (2) Managing Information Resources, (3) Managing Information Services , and (4) Applying Information Tools and Technologies, and Group-2 involves *Personal Competencies* such as attitude, skills, and values of information professionals to work towards the goal; seek challenges and new opportunities; holistic viewing; efficient communication, clear presentation of viewpoints; negotiation; persuasive ability; confidence; cooperative network building; team working; awareness of risk factors; planning, prioritizing; creative thinking; awareness of professional values; flexibility; positive thinking, and happiness towards one's own success and others. CARL (2010) suggested seven core competencies for the 21st century librarians as: (1) Foundation of Knowledge, (2) Interpersonal Skills, (3) Leadership and Management, (4) Collections Development, (5) Information Literacy, (6) Research and Contribution to the Professions, and (7) Information Technology Skills.

Since changes are imperative, information professionals should develop the core competencies for the next generation library in order to provide a value-added and customer driven services in the library. In this context, Tanloet et al (2011) explored and identified core competencies of the information professionals in three aspects such as Knowledge Competencies, Skills Competencies, and Personal Attributes as represented in figure-1:

Knowledge Competencies

1. Foundation of professional knowledge
2. Information Resources
3. Information and Knowledge Management
4. Information Technology
5. Library and Information Services
6. Organizational Management
7. Research and User Studies
8. Continuing Education and Life Long Learning

Skills Competencies

1. Customer Service Skill
2. Information Resources Management Skill
3. Information Technology Skill
4. Marketing Skill
5. Knowledge Management Skill
6. Language and Communication Skill
7. Team Working Skill
8. Decision-Making Skill
9. Planning and Management Skill
10. Teaching and Training Skill
11. Conceptual Thinking Skill

Competencies Next Decade

1. Leadership Capacity
2. Achievement Motivation
3. Adaptability/Flexibility
4. Open Participation
5. Decision Marking
6. Content Aggregation and Promotion
7. Research Skills

Attributes Competencies

1. Leadership
2. Service Attitude
3. Morals and Professional Ethics
4. Achievement Motivation Accountability
5. Self-management
6. Adjustability

Fig-1: Library Leadership Competencies

Librarians as futuristic leaders will have to develop and promote the present and the past competencies with leadership skills for the future. The strategic roles and focused plans must be work out to enhance competitiveness and administer in a modern organization. The next decade library leader must develop charismatic leadership competencies such as development of knowledge management skills with more participation; marketing strategies; decision making skills in terms of vision and policies and work as skillful researcher in order to support specific research and information fluency skills in terms of knowledge and skills competencies.   While talking personal attributes for the next decade librarianship, competency in terms of service minded employee is more required with pleasant working culture. Employee engagement is another area where library leaders should give top priority with a sense of sound professional ethics and morality in service and traits.   In order to thriving changes in times and shaping the frontiers, new library leadership attributes like Leadership Capacity, Achievement Motivation and Adaptability/Flexibility must be developed among the information professionals for developing and managing a quality library in the next decade.

7. Conclusion

Change is rapid, constant, and unavoidable. Librarian, as a visionary leader, should explore the key frontiers and current trends of library and leadership strategies and processes must be developed to face those challenges. Entire organization must be engaged and shared their vision in planning, organizing and managing the library services on user's perspective. Library presence is of both in internal and external is most viable and therefore, professionals as transformational and visionary library leader should build core competencies to maintain the right balance demands and services. Professionals need to share success stories of which competencies were found to be useful in their type of work or environment, as well as stories of failures and problems they have faced. The library should be actively engaged to organize library promotion programme to create the feeling of library as service rather than as place. Above all, professionals should develop service oriented mind set and have passion to positively work for shaping the vision of the organization in demanding and rapidly changing environment. Once again, "The choice is clear. Change now and choose our futures. Change later, or not at all, and have no future" (Stoffle, 1996). It is up to us to do whatever is necessary to thrive and sustain—and be prepared to do it over and over again.

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