

# **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

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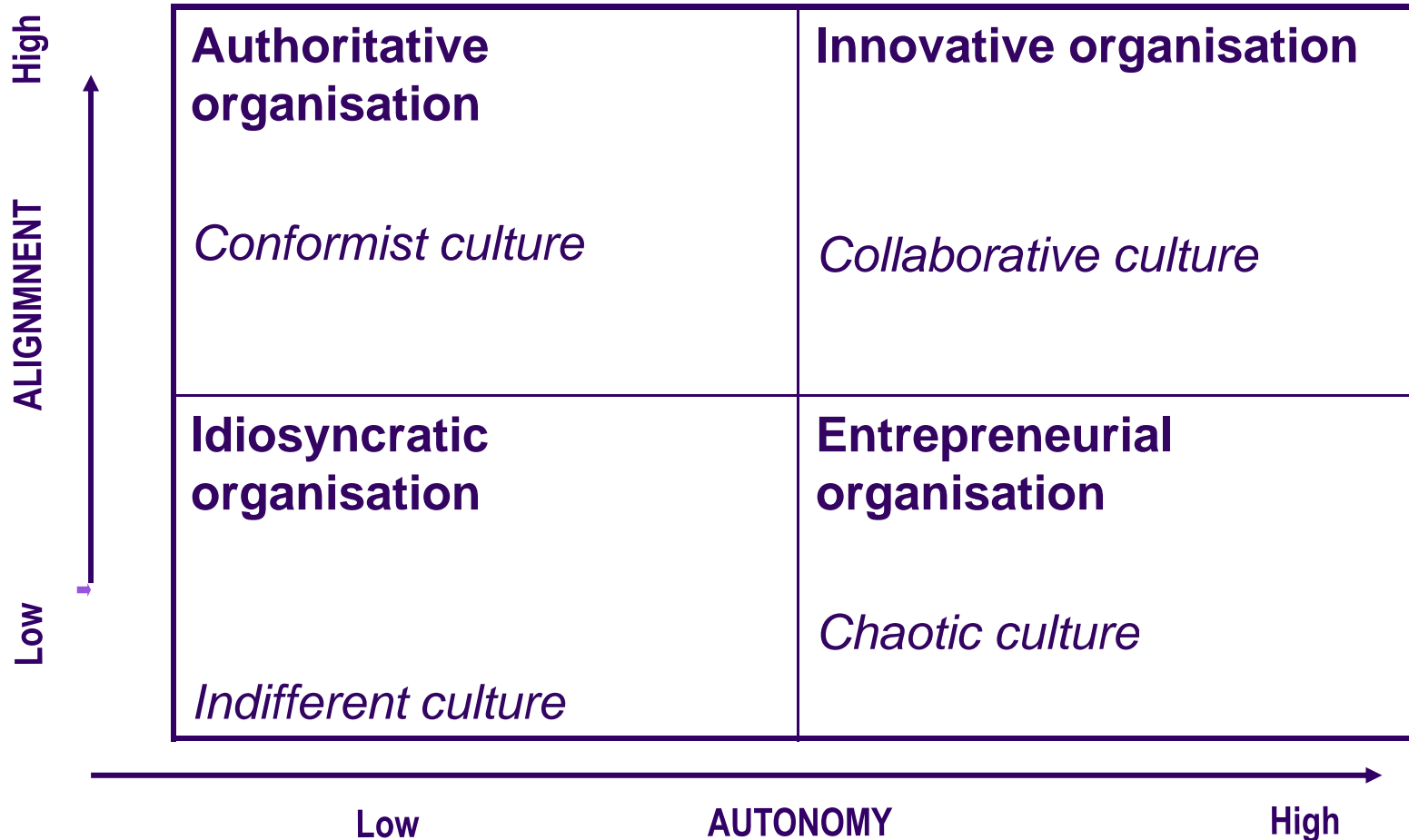
- Overall purpose is to explore leadership for all for libraries through workshop activities
- Leadership theories overview (including change, developmental leadership, transformational vs. transactional management, vision, motivation)
- Implications of leadership for all for library management (including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

# Management theories that inform leadership for all: change

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- 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)



# Developmental leadership

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- 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 an opportunity to learn

# Transformational management vs. transactional management

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- **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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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')