

The Innovation Challenge: Transformational Leadership in Technological University Libraries

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Successful Library Leaders Use 3 Methods to Address Change

- Revise values
 - From valuing artifacts to valuing content
 - From passive to active services
- Develop organizations that respond proactively to change
- Provide transformational leadership



Goals of This Paper on Transformational Leadership

- Describe the 5 practices of transformational leadership
- Tell stories about how library leaders use these 5 practices to achieve needed change
- Argue that by mastering transformational practices library leaders can: (1) change values and (2) develop more responsive library organizations



Leadership – Mobilizing People to Get Things Done

- Reciprocal process that:
 - Is voluntary and reciprocal (leaders and followers)
 - Can be shared or change with situation
- Involves motivating people – a subtle interplay among;
 - Personal and organizational values
 - Personal and organizational goals
 - Individual and group working preferences
- Includes explicit and tacit factors
- Requires resource management
- Takes place in an organizational context



Four Leadership Styles

- Structural – creating structures that support goals (most common in libraries)
- Human Relations – supporting and empowering staff to achieve goals
- Political – using power to build coalitions and negotiate relationships that will achieve goals
- Transformational – mobilizing people to achieve goals



5 Practices of Transformational Leadership

- Modeling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart



Modeling the Way

- Earning the right and respect to lead through individual involvement and action
 - Develop clear guiding values
 - Articulate your guiding values
 - People follow first the leader, then the plan



Jerry Campbell - USC

- Develops a new guiding principle – bring together information resources in a new set of relationships: an information commons
- Uses dialog to gain staff and environmental support
- Encourages staff to develop and articulate the new principle



How to Model the Way

- Engage in personal values clarification
 - Determine your personal values and working preferences
 - Relate them to the environment
- Affirm your values through action
 - Spend your time doing things related to your values
 - Create opportunities to discuss values



Inspiring a Shared Vision

- Providing a sense of meaning and purpose by developing an exciting vision
 - Based on personal values
 - Within an organizational context
- Vision provides a focus for human energy in the organization
- Inspiring a vision is an iterative process that must be repeated constantly



Carla Stoffle – University of Arizona

- Library vision is based on personal commitment to meet user needs – she imagines exciting and ennobling opportunities
- Communicates her vision clearly and frequently – in house and nationally
- Enlists others through intensive and multi-layered interactions with followers – she involves everyone



How to Enlist Others

- Identify and publicly recognize the ties that bind the library together
- Motivate staff to change, modify and adopt a common vision
- Listen deeply to understand the relationships in the organization
- Communicate the vision



Challenging the Process

- Taking the initiative by supporting good ideas
- Encouraging change
- Taking risks
- Learning from failures



Jim Duderstadt – University of Michigan

- As President - challenged information services throughout University
- Sought new ideas to create meaningful change in scholarship – e.g. Information Commons
- Seized the initiative by creating challenges for others – e.g. Dan Atkins and School of Information
- After being President was Director of the Millennium Project – applying new technologies



How to challenge the process - I

- Search for opportunities
 - Look for ways for staff to grow and get extraordinary things done
 - Treat your job as an adventure
 - Accept suggestions and criticism
 - Show how followers contribute to achieving shared goals



How to Challenge the Process - II

- Experiment
 - Create incremental steps and small victories
 - Makes impossible challenges possible
 - Guided autonomy emerges
 - Learn from mistakes
 - More to learn from mistakes than from success
 - Promote psychological hardiness
 - Manage stress at productive levels



Enabling Others to Act

- Making it possible for others to do good work through teamwork, organization development and trust
- Encouraging people to work together in learning communities
- Empowering individuals to collaborate and succeed



University of Maryland Team

- Lowry and Baughman use Senge's learning community model to develop cross-functional teams
- Use team dynamics to develop more consistent library services
- Foster confidence and accountability on each team
- Reward teams for performance



How to Enable Others

- Encourage collaboration
 - use and reward teams
 - Encouraging shared or revolving leadership
 - Trust others – listen and act on what you hear
- Strengthen others
 - Give away your power to get power
 - Empowered staff control make good choices
 - Compel action and demand accountability



Encourage the Heart

- Supporting individuals and teams to achieve shared values and goals
- Acknowledge contributions of others
- Celebrate the victories



Bonnie Juergens - AMIGOS

- Leads a multi-type library cooperative with more than 200 members
- Develops a strong spirit of community – helps disparate organizations understand their common vision
- Celebrates individual and common victories – ceremonies and recognitions



How to Encourage the Heart

- Recognize contributions
 - Assure everyone's contributions are noticed
 - Expect the best – use positive images
 - Catch people doing the right thing right
 - Personalize recognition
- Celebrate values and victories
 - Maintain team spirit
 - Renew sense of community
 - Tell inspirational stories with a human face
 - Cheer others on



Transformational Leadership: The IATUL Role

- IATUL has a role in developing transformational leaders in technological libraries
- Sharing experiences – a bulletin board?
- Collaborative training – workshops?
Organization development services or referrals?



Thank You!

