

2. Management and Marketing

The Next Managerial Leadership: Continuation of a Research Agenda

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Leadership and management are two terms that are often used interchangeably. In fact, they describe entirely different concepts, as leadership is more than a component of the functions of management. Management is the process of administering and coordinating resources to ensure that an organization accomplishes its mission and goals. Library and information science (LIS) has a managerial focus; librarians manage the infrastructure of a library: its collections, staff, technology, and facilities. For this reason, the interconnection between management and leadership is the domain of LIS theory and practice. The purpose of leadership is to challenge the status quo as libraries undergo a transition in organizational culture, the services they offer, and workforce restructuring as they try to better fulfill the organizational and broader institutional mission. Management, on the other hand, prepares the infrastructure for that transition.

As early as 1950s, the term *managerial leadership* was coined, but its definition was imprecise. “No definition of the phrase ‘managerial leadership’ has gained general acceptance. In fact, it is often referred to but left undefined” or merely equated to particular leadership theories and styles. [1] The term recognizes (or at least should) that leadership is not exclusively a top-down process between the *boss* as a leader and subordinates.

This paper, which aligns with the program in managerial leadership in the information professions at Simmons College, [2] views managerial leadership as encompassing an examination of leaders, followers, the interaction between the two groups, and, in this context, leadership becomes a process whereby people influence others to develop, accept, and carry out a shared vision that guides future actions of the organization. As a result, that process is longitudinal and involves events (actions, impacts, and accomplishments). Because leadership is not always effective or positive, [3] it should not automatically be assumed that goals and events are always successfully met or that staff members are sufficiently motivated or inspired to challenge themselves and others. The purpose of this paper is to build on the international research agenda that Candy Schwartz and I presented in 2008 and that illustrates that LIS research needs to go beyond a preoccupation with understanding the style, personality, traits, and other characteristics of the boss and that person’s influence on organizational dynamics and performance. [4]

1. LEADERSHIP

In addition to focusing on a shared vision, leadership is about giving people confidence to meet organizational expectations and to serve as change agents. It also encourages them to seek, be given, and benefit from team coaching and mentoring aimed at enhancing their knowledge, skills, abilities, effectiveness, and commitment to the transformation process. A library’s staff might consist of both followers and leaders who are willing to collaborate with other institutional

partners. As well, the director, if that person is truly a leader, might be more so within the organization than in representing the library to other stakeholders (or vice-versa).

With so many libraries organized into teams or small groups and involved in managing change; with new staff members expected to work together to plan, implement, administer, and evaluate services; and with libraries forging new partnerships at the institutional, local, and other levels, more librarians are becoming increasingly interested in knowing about and applying leadership theories, styles, traits, and roles. They are also trying to develop their leadership potential. Within this context, there is much interest in transformational leadership and emotional intelligence, which

helps leaders move beyond basic “people skills” to understanding how one’s own reactions and feelings impact how one is perceived by others. Leaders and managers need to understand their own emotions and recognize and understand the feelings of those around them. Leaders are more successful when they pay attention to their social interactions with others in the workplace and the impact they as leaders have on those around them. It is also important for leaders to understand the impact that others’ emotions have on them. When leaders are aware of the emotional side of the workplace, they are better able to create a working environment that encourages excellence. [5]

As librarians gain an understanding of such theories, it is important to remember that, as Peter Northouse points out, leadership has “many different meanings;” this is evident when people “finish the sentence ‘Leadership is’” [6] Their responses might ignore social influence, add new elements, or confuse leadership with someone holding a managerial position. They might also fail to recognize that there are also spiritual, legacy, moral, ethical, charismatic, and other types of leadership. Each of these areas actually produces separate leadership theories that have been long investigated but rarely connected to LIS.

2. CONTEXT

Even though this paper focuses on topical areas for future research and selected methodologies, it is important to remember that methodologies do not frame a research study. Research, which engages in problem-solving, is shaped by a reflective inquiry (problem statement, literature review and theoretical framework, logical structure, objectives, research questions, and hypotheses). These components, as well as the study procedures and data quality, comprise a framework in which each component should be bonded to the others through, what David R. Krathwohl calls, a “chain-of-reasoning.” That “chain,” he points out, “is only as strong as its weakest link” and “all links ... should be built to about the same strength.” He further explains that, “as the work load is picked up by the first link [the problem statement] and passed to successive links, the work load—and therefore the nature of each link—is determined by the previous links.”

Furthermore, “where several links together join those above and below them, there may be trade-offs to compensate for weaknesses. [7]

It is beyond the scope of this paper, however, to present and relate the entire chain-of-reasoning. Still, I would be remiss if I did not underscore the importance of the theoretical framework. Vincent A. Anfara, Jr. and Norma T. Mertz provide an excellent overview of theatrical frameworks and the impact of “good and useful” theory on the chain-of-reasoning. [8] In the case of managerial leadership, like other areas within LIS, there are numerous theories, some of which fit a given problem statement and set of objectives better than others. One such theory might be constructive-development theory, which relates directly to leadership and which offers a way to view the complex problems that organizations face from multiple perspectives. This theory describes “how adults develop more complex and comprehensive ways of making sense of themselves and their experience.” [9] Another concept relates to trust, which is an essential component in motivating or inspiring others and which is more than a trait. [10]

3. RESEARCH DESIGNS

As a prelude to methodologies, research designs for leadership research might call for a longitudinal study and a comparison of several (comparable) organizations. Widely used research designs center on either a case study or the application of grounded theory. A case study is a means “for learning about a complex instance, based on a comprehensive understanding of that instance obtained by extensive description and analysis of that instance taken as a whole and in its context.” [11] Grounded theory, on the other hand, “is a method for discovering theories, concepts, hypotheses, and propositions directly from data, rather than from a priori assumptions, other research, or existing theoretical frameworks.” [12] Theory emerges from, and is grounded in, the data themselves.

DATA-GATHERING TECHNIQUES

This section focuses on some of the most prevalent methodologies used in leadership research, especially within LIS. As such, it builds from Karin Klenke’s work on leadership research. [13] It is increasingly common for researchers to apply qualitative methods. The accompanying table offers examples of some methodologies applicable to the study of leadership in LIS that will not be discussed in the body of this paper. The sources in that table came from an extensive review of the vast literature on leadership produced outside LIS.

The largest number of research studies related to leadership involves the distribution of a self-report survey or questionnaire. Such surveys are often in paper-and-pencil format, although more recently Web-based surveys have appeared with increasing frequency. The survey might involve the use of a pre-developed, behavior-based leadership assessment tool (e.g., the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), which is an ability-based test; see <http://www.eiconsortium.org/measures/msceit.html>) that is distributed to those heading the organization or to subordinates who are asked to evaluate the director or boss as a leader or their immediate supervisor. As an alternative, surveys might

probe respondent preference for a particular leadership theory or style and ask them to rate themselves or identify the most important attributes for individuals in their position.

Complementary to a questionnaire that is mailed (e-mail or other) or otherwise distributed, investigators might use personal or focus groups interviews. Responses to open-ended questions might be subjected to content analysis, which “is a set of procedures for transforming nonstructured information into a format that allows analysis.” [14] On occasion, biographies of people identified as leaders have been developed and their content subjected to analysis for discussions of leadership. Available historical records, however, might focus more on their accomplishments than the story behind those accomplishments: how did the individual co-opt and navigate different stakeholders and the staff to bring about that change? If a shared vision emerged, how was it developed?

Some other means of data collection include an analysis of citation patterns of a body of works on leadership and a characterization of the most cited works (e.g., names of journals and publishers) and authors, as well as the age of the cited material. Additional insights might be gained from a consideration of the journal’s impact factor and the number of copies of a work that libraries hold (as reflected in *WorldCat*).

Assuming the availability of a body of independent studies focused on the same aspect of leadership and that describes the research design, the methodologies and data-collection instruments used, information about the population and sample, and so on, meta-analysis might be appropriate. Such analysis refers to a set of statistical procedures used to summarize and integrate those studies. [15] It reveals sources of bias and is helpful for posing research questions for future study. Among other things, it cannot exceed the limits of what the researchers report.

Another method, known as the Delphi study or technique, is a procedure relies on the use of sequential questionnaires in which experts share their perspectives on issues. [16] The Delphi technique is not necessarily designed to generate consensus, but it does involve a systematic refinement of prior responses. It has been applied to seeing which leadership attributes are most critical for future managerial leaders.

Concept Mapping

Concept mapping is both a process for representing data in the form of pictures or maps and a structured methodology for organizing the ideas of a group or organization. The goal is to bring together groups of multiple “stakeholders ... and help them rapidly form a common framework that can be used for planning, evaluation, or both.” [17]

The maps represent the groups’ thinking about a topic, show how their ideas are related to each other, and, in general, indicate “which ideas are more relevant, important, or appropriate.” [18]

Interviews and other techniques might produce datasets that might be examined by the use of concept maps. These maps provide a graphic illustration of patterns among the findings. Jan Schilling, for instance, takes interview data about

negative leadership and produced maps that show the antecedents of such leadership, negative leadership behaviors, and the consequences of negative leadership. [19]

Simulation and Scenarios

A simulation study, as G. Yukl explains, involves a realistic task that continues for several periods of time and asks participants (e.g., team members) to assume the role of top executives in an organization and to engage in team and organizational learning. Simulation “is also relevant for understanding how collective learning occurs among people whose decisions and actions affect organizational processes and performance.” [20]

Instead of doing a simulation exercise, researchers might develop scenarios that make projections for the next fifteen years; forecaster Joseph P. Martino indicates that the accuracy in predicting what will likely occur declines dramatically with a longer time frame. [21] According to Dana Mietzner and Guido Reger,

scenarios, as a prime technique of future studies, have long been used by government planners, corporate managers and military analysts as powerful tools to aid in decision making in the face of uncertainty. The idea behind them is to establish thinking about possible futures which can minimi[z]e surprises and broaden the span of managers' thinking about different possibilities. [22]

They recommend that the number of scenarios not exceed four and that any scenario should meet criteria such as *plausibility* (each is capable of happening), *differentiation* (each differs from the others and together they offer multiple futures), *decision-making utility* (each offers insights into the future that help in planning and decision-making), and *challenging* (each challenges conventional wisdom about the future). [23]

4. RESEARCH AGENDA

The accompanying figure, which updates the depiction that Schwartz and I created, centers on three broad areas that relate to planning:

1. Accomplishments (translating vision into effective organizational performance);
2. People (creating an organizational climate that values staff and inspires them); and
3. Transformation abilities (focusing on the change process that brings people together to accomplish the organization’s mission and goals—preparing the organization of the future).

These areas match those that guide the doctoral program in managerial leadership in the information professions (Simmons), which the Institute of Museum and Library Services has funded since 2005 with two multi-year grants. Those areas, originally modeled by the National Center for Healthcare Leadership, cover twenty-five distinct leadership competencies.

Under each of the broad areas, numerous topic areas emerge. At the same time, relationships among the areas might be probed. As directors or other members of the senior management team retire or depart, their replacement might be someone who serves on an interim basis. Are such people leaders or care-takers? The answer might take into account the library but also engagement beyond the library, transformation abilities, mentoring, and talent management. Focusing solely on talent management, many businesses engage in succession management or planning, but do libraries? Succession planning and management are not synonymous with mentoring. In some countries, if there is leadership, it might be characterized as autocratic. Such leadership merits analysis. Finally, various aspects of the figure might be probed in the present recession (2008-2009) as libraries make significant decisions about collections and staff that will likely have a long-term impact.

Turning to other topics, James G. Neal discusses “feral library professionals,” which refers to the hiring of more people into traditional and non-traditional library positions who do not have the credentialed degree from an accredited library school program.” [24] Comparative case studies might analyze the emergence of leadership in organizations that employ both feral and non-feral professionals and that include staff who represent different generations. How cohesive are staff within and across departments? Do they share a common vision—do they need to share one?

Studies might probe LIS educational programs and see whether (or how) they incorporate leadership as a student learning outcome, one that reflects what students have learned throughout their program of study and demonstrates what they can apply upon graduation. Some other possible topics include the role of power in effective leadership, the major trends in making leadership effective, the communication networks of leaders, transformational leadership and its relationship, for instance, to

- Emotional intelligence, which deals with one’s ability to manage emotions and relationships and to use this ability to advance the organization’s mission and goals. Emotional intelligence presumably requires *sense-giving* or shaping how people understand themselves, their work, and others engaged in that work.
- Resonant leadership, which focuses on self-awareness and self-renewal, and which enables individuals to recognize and cope with work stress.
- Distributed or shared leadership, which views leadership as more than a top-down approach. Leadership moves up the organization as well and is distributed among a number of people working in teams and groups.
- Servant leadership, which recognizes that leadership is not confined to those in formal managerial positions and who lead as a way to extend service to others. The servant leader focuses on the needs and the development of followers.

Recognizing that libraries serve multicultural communities, employ a diverse staff, and deal with myriad stakeholders, it is critical to assess different

leadership theories, recognizing the strengths and weaknesses of each. Many of the prevailing theorists have not considered how multiculturalism influences what they propose. Perhaps the best illustration of this comes from Linda Sue Warner and Keith Grint, who adopt a historical perspective and compare American Indian and western approaches and perspectives on leadership. There are differences between the practice of leadership in a tribal setting (including tribal colleges) and in other organizational settings. [25]

5. EXAMPLE

Although library directors cannot be equated with the president of the United States and other heads of government, political commentators have identified areas in which the leadership of those aspiring to be president might be probed. Prompted by the lack of penetrating questions raised in presidential debate and the quality of the responses, David Gergen and Andy Zelleke identify a series of important questions that deal with leadership and that require answers of more than a number or brief response. [26] Their categories and questions have been reorganized and combined with the categories that Jack and Suzy Welch would like considered. [27]

The revamped questionnaire was pre-tested with one university library director and one library consultant. Based on their comments the questionnaire was revised (see Appendix). As of this time, the author of this paper is conducting a study to fine-tune the instrument and to gauge the responses of some library leaders. Instead of presenting preliminary data, this section probes relevant methodologies that might be used to address the open-ended questions and determine the relative rating of the categories.

The methodology section of a hypothetical study might be based on a survey that is most likely administered in the form of an interview, either in-person or by telephone. Directors might be unwilling to devote the time necessary to complete a paper-and-pencil survey or be unwilling to write detailed responses to each question (e-mail or Web-based survey). It might be difficult to find a time when five to ten directors could meet and participate in a focus group interview. For additional data collection, the investigator might ask for historical documentation or visit the institutional repositories of selected institutions to gather data for event history analysis, assuming such information has been gathered and is publicly available.

Interview results might be analyzed in terms of grounded theory and content analysis. The rating of the categories on a seven-point scale might be visualized in terms of concept mapping, and such mapping might also apply to the responses to the various questions within a category, especially if responses can be gathered from the same scale.

A follow-up study might concentrate on selected categories and probe responses more deeply. For instance, under "Coalition Building/Advocacy," participants might meet and be asked for an example of when they became a catalyst who brought groups with polarized opinions together so that all voices were at the table. The examples generated might be cast in terms of a concept map, or the investigator could make the topics recurring most frequently and pursue

them more with the Delphi technique.

A different study might recast question responses to the initial study or one focusing on selected categories as scenarios (for projecting what study participants believe likely for the next fifteen years) or as simulation exercises. It is also possible to take selected responses from the first study and select particular sites for in-depth case study analysis.

In summary, the instrument portrayed in the appendix does not promote or study any particular leadership theory or style. That instrument, however, is framed in such a way that the research focuses on leadership as events and assorted methodologies are applicable. Leadership, after all, "is a process, a series of activities and exchanges engaged in over time and under varied circumstances." [28] As such, accomplishments might be viewed as events in that leadership is an ongoing, never-ending process.

6. CONCLUSION

To gain a more complete understanding of the phenomena under investigation, it is common for studies on leadership, like other topical areas, to incorporate more than one method of data collection. Mixed methods, which are most prevalent with case studies, integrate quantitative and qualitative methods into one study and therefore strengthen the chain-of-reasoning presented in study findings. [29] While it is important to expand the methodological tool-chest that researchers within LIS use, it is also important to shift from studying leaders to investigating leadership events. Many aspects of leadership presented in the figure have not been addressed, and a need emerges for a fuller body of evidence-based research relevant to change management within libraries and similar complex organizations on a global basis. It is also important that those within LIS contribute to the broader literature on leadership and that their works be recognized by those in other disciplines.

NOTES

1. See Peter Hernon, "Leadership in Academic Libraries Is No Fad," in *Making a Difference: Leadership and Academic Libraries*, edited by Peter Hernon and Nancy Rossiter (Westport, CT: Libraries Unlimited, 2007), p. 253.
2. Simmons College, Graduate School of Library and Information Science, "Managerial Leadership in the Information Professions" (Boston, MA). See <http://www.simmons.edu/gslis/academics/programs/doctoral/phdmliip/>
3. There is an emerging literature on ineffective, bad, negative, and destructive leadership. See, for instance, Barbara Kellerman, *Bad Leadership: What Is It, How Does It Happen, and Why It Matters* (Boston: Harvard Business School Press, 2004); "Special Issue on Destructive Leadership," *The Leadership Quarterly* 18, no. 3 (2007): 171-280; Jan Schilling, "From Ineffectiveness to Destruction: A Qualitative Study on the Meaning of Negative Leadership," *Leadership* 5, no. 1 (2009): 102-128. Also relevant is Juan M. Madera and D. Brent Smith, "The Effects of Leader Negative Emotions on Evaluations of Leadership in a Crisis Situation: The Role of Anger and Sadness," *The Leadership Quarterly* 20, no. 2 (April 2009): 103-114.
4. Peter Hernon and Candy Schwartz, "Leadership: Developing a Research Agenda for Academic Libraries," *Library & Information Science Research*

- 30, no. 4 (December 2008): 243-249.
5. Peter Hernon, Joan Giesecke, and Camila A. Alire, *Academic Librarians as Emotionally Intelligent Leaders* (Westport, CT: Libraries Unlimited, 2008), pp. 8-9.
 6. Peter G. Northouse, *Leadership: Theory and Practice*, 4th ed. (Thousand Oaks, CA: Sage Publications, 2007), p. 2.
 7. David R. Krathwohl, *Social and Behavioral Science Research: A New Framework for Conceptualizing, Implementing, and Evaluating Research Studies* (San Francisco: Jossey-Bass, 1985), p. 52. For an extended discussion of problem statements, see Peter Hernon, *Statistics: A Component of the Research Process* (Norwood, NJ: Ablex, 1994), pp. 8-13; Peter Hernon and Candy Schwartz, "What Is a Problem Statement?," *Library & Information Science Research*, 29 (2007): 307-309; Peter Hernon and Cheryl Metoyer-Duran, "Problem Statements: An Exploratory Study of Their Function, Significance, and Form," *Library & Information Science Research* 15, no. 1 (Winter 1993): 71-92; Cheryl Metoyer-Duran and Peter Hernon, "Problem Statements in Research Proposals and Published Research: A Case Study of Researchers' Viewpoints," *Library & Information Science Research* 16, no. 2 (1994): 105-118.
 8. Vincent A. Anfara, Jr., and Norman T. Mertz, *Theoretical Frameworks in Qualitative Research* (Thousand Oaks, CA: Sage Publications, 2006), p. xvii.
 9. Cynthia D. McCauley, Wilfred H. Drath, Charles J. Palus, Patricia M. G. O'Connor, and Becca A. Baker, "The Use of Constructive-development Theory to Advance the Understanding of Leadership," *The Leadership Quarterly* 17, no. 6 (2006): 634.
 10. C. Shawn Burke, Dana E. Sims, Elizabeth H. Lazzara, and Eduardo Salas, "Trust in Leadership: A Multi-level Review and Integration," *The Leadership Quarterly* 18, no. 6 (2007): 606-632.
 11. U.S. General Accounting Office [now the Government Accountability Office], Program Evaluation and Methodology Division, *Case Study Evaluations*, Transfer Paper 10.1.9 (Washington, DC: General Accounting Office, 1990), p. 14.
 12. Steven Taylor and Robert Bogdan, *Introduction to Qualitative Research Methods*, 2nd ed. (New York: Wiley and Sons, 1984), p. 126. See also Ken W. Perry, "Grounded Theory and Social Process: A New Direction for Leadership Research," *The Leadership Quarterly* 9, no. 1 (1998): 85-105.
 13. Karin Klenke, *Qualitative Research in the Study of Leadership* (Bingley, United Kingdom: Emerald Group Publishing Ltd., 2008).
 14. U.S. General Accounting Office [now the Government Accountability Office], *Content Analysis: A Methodology for Structuring and Analyzing Written Material*, Transfer Paper 10.1.3 (Washington, DC: General Accounting Office, 1989), p. 1. See also Tamara L. Friedrich, Christina L. Byrne, and Michael D. Mumford, "Methodological and Theoretical Considerations in Survey Research," *The Leadership Quarterly* 20, no. 2 (April 2009): 57-60.
 15. See Eric Trahan, "Applying Meta-Analysis to Library and Information Science Research," *The Library Quarterly* 63, no. 1 (1993): 73-91. See also C. Shawn Burke, Kevin C. Stagl, Cameron Klein, Gerald F. Goodwin, Eduardo Salas, and Stanley M. Halpin, "What Types of Leadership Behaviors Are Functional in Teams? A Meta-analysis," *The Leadership Quarterly* 17, no. 3 (2006): 288-307.

16. Robert M. Hayes, *Use of the Delphi Technique in Policy Formulation: A Case Study of the Public Sector/Private Sector Task Force* (Los Angeles: University of California, Graduate School of Library and Information Science, 1982), p. 1. See also John B. Harer, *Performance Measures of Quality for Academic Libraries Implementing Continuous Quality Improvement Programs: A Delphi Study* (Ph. D. diss., Texas A&M University, 2001). Available from *Dissertations & Theses: Full Text* (AAT 3011718).
17. Mary Kane and William M. K. Trochim, *Concept Mapping for Planning and Evaluation* (Thousand Oaks, CA: Sage Publications, 2007), p. 1.
18. *Ibid.*, p. 7.
19. Schilling, "From Ineffectiveness to Destruction."
20. G. Yukl, "Leading Organizational Learning: Reflections on Theory and Research," *The Leadership Quarterly* 20, no. 1 (2009): 53.
21. Joseph P. Martino, "The Precision of Delphi Estimates," *Technological Forecasting* 1, no. 3 (1970): 293-299.
22. Dana Mietzner and Guido Reger, "Advantages and Disadvantages of Scenario Approaches for Strategic Foresight," *International Journal of Technology Intelligence and Planning* 1, no., 2 (2005), p. 233. Available at <http://www.lampsacus.com/documents/StrategicForesight.pdf> (accessed October 16, 2008). They also note the weaknesses associated with the development of scenarios.
23. For a relevant example see Peter Hernon and Laura Saunders, "The Federal Depository Library Program in 2023: One Perspective on the Transition to the Future," *College & Research Libraries* 70, no. 3 (May 2009), forthcoming.
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25. Linda Sue Warner and Keith Grint, "American Indian Ways of Leading and Knowing," *Leadership* 2, no. 4 (May 2006): 225-244.
26. David Gergen and Andy Zelleke, "A Question of Presidential Leadership," *Boston Globe* (June 12, 2008): A13. I collapsed 15 categories into 13 and relabeled one category.
27. Jack and Suzy Welch, "Chief Executive Officer-in-Chief: The President Needs the Same Skills as a Top-notch CEO—Only Sharper," *Business Week* issue 4069 (February 4, 2008): 88.
28. Samuel T. Hunter, Katrina E. Bedell-Avers, Michael D. Mumford, "The Typical Leadership Study: Assumptions, Implications and Potential Remedies," *The Leadership Quarterly* 18, 5 (2007): 440.
29. See Raya Fidel, "Are We There Yet? Mixed Methods Research in Library and Information Science," *Library & Information Science Research* 30 (2008): 265-272.

Leadership and Service Provision in Public Libraries

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Abstract: The intention of this keynote is to present some more or less provocative ideas concerning the development of public libraries.

In USA and Western Europe, we do witness the same types of developments in public libraries and we see very similar themes of discourses independent of the national and local culture in which these libraries operate. Some of the themes concern the management structure and organisation but more important is probably the current think about service delivery in a broad sense. Service delivery concerns the activities. It is areas like collection and collection management, the allocation of resources to the different part of the collection, the interplay and relationship between national internet-based delivery and the local service. Another important theme is the effort concerning the public library and its integration into the community taking up different forms of citizen services, cooperation and partnership with the local community, but also a focus on playing a new and more active role in the cultural scene by for example emphasising learning activities, lifelong learning, internet courses and different forms for events and exhibitions. The ambition is to become a local meeting place, a third room; a common intended to generate social capital.

This discourse and many of the activities resulting from it like 23 thinks, the libraries in the second world and experiments with various forms of social technology appear to how a great appeal in the library profession.

However, both library statistics and numerous studies of users and their preferences give a more differentiated picture. In most countries, the public libraries face economic hardship. They witness stagnating or decreasing numbers of visitors and the issues of traditional materials also tend to decrease. The public appear to value especially the services and products that suffer due to economic pressures and the internal priority setting in libraries. Overall, it appears – at least at the surface – that users do have a rather traditional view of the public library and their stated preferences also seems to be very traditional as they are oriented towards books and information and to a lesser degree towards new services and delivery forms.

It is of course of paramount interest to investigate possible discrepancies between the discourse and the practices in the professions and the users' preferences, priorities and level of satisfaction.

There is probably no right solution to the problem, but it is of both a practical and theoretical significance to investigate which factors influence the development of the discourse and the activities in the professions and in the public libraries and is also important to be able to measure users perception of the significance and importance of the service delivery and to which degree this is connected with measures of satisfaction.

The keynote discusses users' perception of the significance of the various services and presents a model for how it is possible to measure the significance of the single service. This measure is related to measures of satisfaction and what influence that factor.

The keynote further discusses the factors behind the profession's discourse and practices. The concept of an organisational recipe is introduced in relation to organisational culture as two factors that have influence on the way libraries tend to adopt different forms of innovations. Of course, leadership plays an important role and the keynote also introduces measures of the personality traits of library directors and discusses this in relation to the innovation and development process but also in relation to the "sense" or construction the profession is creating of the user.

Finally, the keynote discuss possible consequences and outcomes of the fragile relationship between users and a public service as public libraries.

1. Introduction

In USA and Western Europe, we do witness the same types of developments in public libraries and we see very similar themes of discourses independent of the national and local culture in which these libraries operate. Some of the themes concern the management structure and organisation but more important is probably the current think about service delivery in a broad sense. Service delivery concerns the activities. It is areas like collection and collection management, the allocation of resources to the different part of the collection, the interplay and relationship between national internet-based delivery and the local service. Another important theme is the effort concerning the public library and its integration into the community taking up different forms of citizen services, cooperation and partnership with the local community, but also a focus on playing a new and more active role in the cultural scene by for example emphasising learning activities, lifelong learning, internet courses and different forms for events and exhibitions. The ambition is to become a local meeting place, a third room; a common intended to generate social capital.

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This paper departs from 2 different theoretical perspectives of pertinent interest for management of institutions. One of the perspectives is concerned with the question about how management information and management recipes are adopted and interpreted in organisations like libraries. The other perspective concerns the role of the directors' personality in this context especially how they acquire management information and how they value and use management information in relation to organisational change processes.

This paper is built on several studies into leadership in libraries in Denmark and United Kingdom (Pors et al., 2004; Pors, 2006). The paper also builds on several user studies (Pors, 2008; 2008a). A more detailed analysis of the data collection and the problems involved can be found in the references.

2. Leadership and personality

During the last couple of years, the interest in leadership and management topics has increased very much. This is also the case in library and information science (Hernon, Powell & Young, 2001; 2002; 2007). It is due to the very fundamental changes that takes place overall in the public sector. Many of these changes are connected to requirements concerning accountability, user orientation, outsourcing, quality, information technology and staff-related issues. It is a widespread notion that the requirements in relation to leadership and management have become much more complex.

The complexity is connected to environmental turbulence, change processes and to the amount of vast information that leaders need to deal with. Information in the form of management tools or recipes is one way to confront the organisational problems arising from the changes.

Leadership is an important element in the configuration of organisational culture and both leadership styles and the leaders approach to innovation, change, and competency development are of importance in relation to the directions of the organisation. Leaders are both part of an organisational culture but they also have the possibility to be change agents in relation to the culture. The relationship between leadership priorities and organisational culture are important. One can argue an interesting relationship between the directors' personality and preferences and the direction and change processes in libraries and this is exactly the focus for this paper (Block, 2003; Brown & Dodd, 1998; Kaarst-Brown et al., 2004; Lok & Crawford, 1999, Schein, 1992).

The Revised NEO Personality Inventory (NEO PI-R) is one of the most widespread personality tests based on the Five-Factor model (Costa & McCrae, 1992; 1997; Skovdahl & Mortensen, 2003) and it was employed in this investigation. Besides allowing for both a general and detailed description of personality, the test is also build up in such a way that it takes into consideration the characteristics of the specific test-person in focus. Specific norms for groups of people and profiles have been developed from research to help validate the test-result.

The NEO-PI-R measures five broad personality factors. Each of these is a summary and an average of six facets. Each of the five factors and their associated 6 facets is measured through 48 statements, implying that all 30 facets are measured through 240 statements. The result of the 240 statements is distributed into low and high scores on the 5 factors and the 30 facets, hence demonstrating a personality profile.

We will now turn to a short profiling of the 8 library directors. The profiles of the directors as a whole are very congruent with modern expectations of leaders and managers. They tend to possess emotional stability. They are extroverted and open to change. They all score high on the facet assertiveness. They score high on conscientiousness. Overall, the profiles of the library directors appear to be very far away from the traditional stereotypes of librarians as shy, introverted, a bit old-fashioned, nervous and timid.

The factor named openness is often considered as an important factor in relation to chance processes and it is clear that all directors except one scores high on this factor. One director is distinct from the others, scoring rather low. It is director B that scores low on 3 of the 6 facets. What is more interesting is probably that all directors score high on some of the more important facets related to get things done. All score from middle to very high on actions, ideas and values indicating openness to new ideas.

Common for all the directors have been the fact that they have been involved in change processes. These change processes have focused on both the provision of services and on organisational development implementing more flexible and democratic structures. They have all succeeded to change the libraries both internally and in relation to the users. One of the reasons that change processes have been successful overall can possibly be attributed to the assertiveness of the directors, their overall openness to experience and change and their general high degree of conscientiousness. The organisational culture is a very important mediating factor both in relation to how information in the form of recipes are adopted and translated both also in relation to the actual possibilities the director possess for implementing change. But the style of change management varies. This can be partly explained by situational factors like the local political climate, restrictions due to the building and economy, the organisational culture and other important factors.

The relevant facets or traits that relates to interpretation and adoption of new standards are some of the traits that relate to the factors named openness and conscientiousness. The facets under openness can possibly give an indication of how willing the director is to seek and implement new recipes in the organisation

and the facets related to conscientiousness can indicate how through the process of implementation is conducted. These facets will also relate to the directors' sense of the usefulness of own participating in leadership courses and development. We emphasise that it is broad hypotheses.

Another more general aspect is how the directors value innovations or changes. A comparison of D with H indicates the usefulness of analysing behaviour using all the facets and not only the factors. It is evident that the profile of H indicates a person oriented towards actions and change. H also possesses a high degree of impulsiveness and a middle orientation towards ideas. H is more of a doer than a thinker and this is also the way H comes forward in the interview and in interviews with the staff. Things must happen and failures – both own and staff failures – are accepted as inevitable. Some of the change processes are conducted nearly on the spot and many traditional activities are set in motion. In some ways, the change processes runs in a very goal directed manner but there is a high degree of acceptance of a chaotic nature of some of these processes that involves staff very much because the director delegates much based on both trust and on a disposition to take up new challenges. The change processes that have taken place in D's library are conducted in a very different way. They are just as goal directed and strategic but they are much slower and much more deliberated and it is evident that the D places a very high value on bringing the staff along. The disposition for activity seeking is much less here than in relation to H. It results in a "flavour" of the library as a bit more old-fashioned and a bit slower or a bit more cautious in change processes.

The implicit formulated hypotheses about the relationship between personality traits and profiles indicated that the director's openness to especially intellectual experiences or practical innovations and changes influenced the process of implementation of both structures and processes of competences. It also influenced the way the recipes and standards were conceptualised in the organisation. The integration of the recipes was influenced by the perseverance of the director with cultural factors as a mediating factor.

3. Discourses and organisational recipes

These figures contrast to a certain degree to the dominant discourses in the public library profession. The dominant discourses are concerned with modern topics and issues like library as a place and libraries as generators of social capital and societal trust on a more general level. In relation to services the emphasis in the discourses are on issues like lifelong learning, information literacies and integration of the physical library into the digital services. The discourse also contains strong elements of the need for permanent change for example in relation to continuing professional development. There is also much debate on phenomena like 23 things, facebook and other digital services.

A discourse is characterised by dominant themes but is also delimited by themes that do not occur and these absent themes signifies the themes in the discourse. In the 80'ies and 90'ies, the library profession had focus on collections and collection management and especially the concept of immediate availability was a central topic. Today, these themes of discussion are missing from the professional debate.

There existed also a rather interesting debate or discourse concerning the proper relationship between supply and demand in relation to the collection. It is interesting that these topics seldom are covered in the present discussion because the different digital possibilities emphasise new turns of these central concepts. Just to give a few hopefully illuminating examples one can ask questions about the links on libraries' websites and inquire if a link is part of the collection or not. The answer to that question is interesting because if the answer is yes it follows that the libraries have the responsibility for dead links and for the misinformation contained in some of the links. Another interesting question is the transformation of topical needs into specific needs due to the way people search the digital databases. Librarians are not discussing the increase in the selling of books and the reasons behind this interesting fact. Is it because of an increasing affluence in society or is it because of a want for instant gratification?

Many of the elements in a given dominant discourse relates to organisational recipes or standards (Røvik, 1998). A recipe or a standard that becomes a trend has the following characteristics: It often originates in an academic setting but very often it is created in cooperation with the professional world – be it libraries or business. It is blueprinted by leading members of the academic and professional communities and it is taken up also by the consultancy industry. Prestigious firm and companies use it. The recipe incorporates the promise to solve serious problems in the companies and in the institutions they are interesting to work with. They are marketed and they are frameworks for actions but most of all they are interpretable meaning that institutions can adopt them, change them according to the national and organisational culture. They are very often connected to stories of success and the story behind the recipe often takes the form of a drama. Successful recipes tend to hit a trend in the time and use this as a kind of vehicle for its travel across boundaries and cultures. Some recipes like the balanced scorecard have a rather long life. Other – not as successful like for example business process reengineering – have a shorter lifespan. It does not mean that they are not used. It could mean that they are incorporated in the organisational operations but people have stopped talking about it. Finally, all recipes have dimensions of both content and symbolic aspects. It is of course extremely interesting which recipes become dominating themes in the discourse of a profession. It is also of huge interest which recipes a given profession does not include in its arsenal of themes in the discourse.

There is no doubt that the profession as a whole has a very determined focus on change and the need for change. The catch phrase that the libraries stand on a burning platform has been brought forward several times in the discourse and this catchphrase has been used as a kind of rationale for changes. This is of course the consequence of a special or peculiar interpretation of the environment. However, there is no doubt that the ideology of change and the need for change is deeply integrated in the professional identity of public librarians and leaders in the public libraries. It is an interesting question if the interpretation of the environment is in accordance with other indicators of changes in the environment.

4. Users and preferences

One aspect of organisational effectiveness is a system's ability to cope with users and non-users expectations and needs enabling the system to deliver services appropriate to satisfy needs and expectations. Organisational effectiveness has been one of the ultimate goals and objectives for the performance measurements endeavours for many years. Organisational effectiveness is related to processes, products or services and the customer or the user and it is normally seen as an important element in the quality of a service.

The importance or significance for the users of the single services is of course a very important element for the libraries' planning process and assessment of how to proceed. Libqual is a measurement instrument that is often used for this kind of investigation as it specifies the minimal level of service people would like. However, Libqual has not been employed in these surveys. We have simply asked people to attach the significance or importance for themselves on different services. The end result is a kind of ranking that probably is rather robust. The importance or significance is calculated on a scale from 0 to 100 and it forms the basis of the ranking. The ranking of the importance or the perception of the significance of the public libraries' services follows:

Table 1: The users' perception of the significance of different services in two surveys

	High school	rank	Aarhus	rank
A kind and polite service	72	1	90	2
Distance to the library	67	2	91	1
Ambience	64	3	84	3
Collection of non-fiction	62	4	66	5
Quite and peaceful place in the library	59	5	65	6
Collection of fiction	55	6	78	4
Places for relaxation	43	7	51	8
Collection of music	41	8	46	10
Wireless network	40	9	21	14
Collection of film	37	10	47	9
Group work facilities	35	11	15	15
Computers	34	12	28	12
The Library's homepage	34	13	63	7
Study places	33	14	21	14
Exhibitions, lessons	28	15	45	11
N	978		243	

Translated into normal text, one can say that the high school students and the "traditional public library users" prefer a kind and polite service in nice quiet rooms in library with ambience not too far away and filled with books.

There are differences between the preferences and significance attached to services among the two groups but rank correlation analysis shows a Spearman's Rho of 0,81 which indicate a very high degree of similarity in ranking the services.

The ranking between the two groups are more or less similar, but there appears to be differences in the importance attached to the service. One explanation for this discrepancy is simple and it is, that the group of high schools students consists of students relying heavily on public libraries and groups or segments that rarely,

seldom or never use the public library. This composition of the total group tends to decrease the average figures. In comparison, the respondents from the Aarhus group were all public library users.

In the 2006 investigation in Furesoe (Pors, 2008a), we also asked questions about preferences and significance, but we employed a measurement tool based on forced pair-wise ranking. It is impossible to make a direct comparison, but one can look at the trends and compare these with caution.

The most striking feature of the answers to this question is the similarity in preferences. The respondents were asked on a forced scale where they had to prioritise alternatives. Overall, the users preferred present openings hours more than longer opening hours with less staff service. The preferred more books in favour of longer opening hours or music. The preferred more film than more music. They preferred a broader range of literature more than additional copies of the popular books. We did not find any differences in pair-wise preferences in relation fiction versus non – fiction, computers versus more reading places or more reading places versus more places for relaxation or social interaction.

The conclusion is that users – even the young age group – want more documents. It is a very clear first priority. We do see that this priority and preference increase with age, but it is still a very striking result that young people that rely heavily on and use the library's collection of film and music much prioritise books and documents more if they had to choose. The preferences and the prioritising are probably an expression of the perception of what a public library is – and ought to be. It is obvious that the structure of preferences in relation to public libraries is rather traditional.

The nationwide study of high school students also showed some interesting features of the significance they attached to the services in relation to different demographic factors.

Table 2: The students' perceptions of the importance of services and facilities in relation to demographics. Note: Empty cells imply no significant difference in relations to demographics.

	Type High school			Gender		Study year		
	G	B	T	Female	Male	1	2	3
A kind and polite service	77	69	63	76	66			
Distance to the library	74	61	61	72	61			
Ambience	68	61	59	67	60			
Collection of non-fiction	70	54	52	66	56	56	61	68
Quite and peaceful places in the library	63	55	51					
Collection of fiction	61	49	49	63	44			
Places for relaxation						49	44	36
Collection of music	45	36	38					
Wireless network						45	40	35
Collection of film								

Group work facilities						41	35	28
Computers				32	37			
The Library's homepage	37	28	33			28	36	37
Study places						38	30	29
Exhibitions, lessons								

First of all, there appears to be differences in perceptions of significance and importance dependent on the type of high school. There are 3 types of high schools in the country. The general high school is the classic one. In the table it is called G. There is also a high school oriented towards business topics called B and at last a technical high school called T. The general picture is that the high school students from the general school place more significance on most of the library services than students from the other two high schools do. We also notice marked differences between male and female high school students. Female high school students tend to value the collection of fiction and non-fiction much more than the male students. It is also interesting to note that the students through their study process tend to place less significance to the library as a place to be and work in. However, overall the ranking of the single services is not hugely affected by this segmentation, but the segmentation indicates that the different groups have very different preferences and strength of preferences attached to the single services.

5. Conclusion

It is obvious that the library is a brand associated with books and information. At the same time we can register at least some changes in user behaviour especially related to gender and age. This change is partly due to the new service profile of the library.

In terms of organisational effectiveness it is from a stakeholder perspective and from a user perspective a problem that the priorities of the libraries with regard to document types appear to be out of tune with the perceptions of the users. The public library system as a whole has during the last decade minimised the collection of books quite a lot. The factors behind this situation are an increase in weeding and of course a reallocation of the budget to cover newer media like music, film and PC – games. Another important factor is the system's perceived need for more space to computer areas, meeting rooms and study places.

The discourse of the library profession emphasising new media, the library as a vehicle in life long learning processes, the library as a third place and the like is not really reflected in either the actual use or in the perceptions. The main problem appears to be twofold.

The librarians are constructing user needs that really have not manifested themselves. They are to a certain degree constructing the user. And the users construct or brand a library with perceptions firmly rooted in the past. This discrepancy needs to be remedied if the trust that is so important for public institutions will continue to be at a high level.

There is no doubt that the combination of very change oriented library directors and the increasing amount of organisational recipes interact and speed up the change processes changing the libraries faster than the mental image of them in the

users mind.

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Libraries and Potential Users: Methodological Approach, the Case of Greek Libraries

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Abstract: The paper seeks the policies and strategies that Greek libraries apply in order to discover, communicate and attract potential users. Theoretically, every non-user is a potential user of a library and it is common sense that most of the people avoid visiting libraries. Being so, libraries undertake the responsibility to appeal to their clients. The paper:

- ✓ Seeks the communicative methods that libraries apply in order to increase the users,
- ✓ Examines the strategy for appealing new users or new group of people,
- ✓ Seeks the state of the art of Greek libraries, their communication policy,
- ✓ Describes the marketing research on the above theme, and
- ✓ Proposes best practices.

Keywords: Libraries' Communication models; Marketing models; Marketing research; Greek libraries.

1. Introduction

Libraries in the fast communicative environment they live, implement three spaces of interaction:

- ✓ Between librarians who decide the offered services, the resources, the manuals and every necessary equipment for users satisfaction and the exploitation of the service.
- ✓ Among users and librarians who are responsible. The communication aims to identify the users' needs and the relevance of the resources to them.
- ✓ Between Library and users community as a whole. Users receive modified information that can be used to their work. This is the step that library proves its usefulness and illumine its image. (Tamura, 2007)

Libraries are social places, where individuals, teams, social groups interact. Social theories, behaviorism, socio-psychological analyses drive to the recognition of special characteristics of libraries and of every target group they refer. Libraries are also one of the key factors that can impact the development and the prosperity of the social entity they refer. Consequently, we can say that they involve competitiveness and entrepreneurship. They take into account the following factors before decision making:

- ✓ Target focusing,
- ✓ Strategic planning,
- ✓ Efficiency and effectiveness,

- ✓ Resources saving,
- ✓ Cost- benefits analysis.

The coupling of these different options, social and business, designates the communication methods and the policies that libraries choose on occasion.

The synthesis and the identity of the unity that we call “library users” is a continuing changed variable, as it strands upon the dynamic of human mobility, potential individual needs, and behavioral rules of societies. Users can turn into non- users, actually without caution, but not without any cause. Equally non-users could turn into new, enthusiastic users.

2. The research and the methodologies

The questionnaire consists of items that derived from:

- ✓ The subject as come up for discussion in the literature,
- ✓ The marketing plans of business,
- ✓ The adjustment of them to library context.

Needless to say that the findings analyzed by qualitative methods. There is an integrated combination of qualitative and quantitative methods, what is referred as mixing methods (Banwell and Coulson, 2004, Wilson, 2000, Niglas, 1999).

Libraries need to know the synthesis and the characteristics of the population they refer to, in order to successfully appeal them. The major problems on this face the public and the special libraries, which the target groups are fuzzy and random. The social stratification is a matter of research of specialized organizations that collect data on the population structure, family synthesis, economic activities, education, leisure etc. (Wakeham, 2004: 239). The data is completed by using qualitative methods like interviews of opinion leaders, structured observation, discussions with famous public people. The target is to be ensured that the concept, the structure and the procedures of a service are harmonized to the target group.

3. Marketing and libraries

Marketing is the wide range of activities involved in making sure that you're continuing to meet the needs of your customers and getting value in return. These activities include market research to find out, for example, what groups of potential customers exist, what their needs, are, which of those needs you can meet, how you should meet them etc. Marketing also includes analyzing the competition, positioning your new product or service (finding your market niche), pricing your products and services, and promoting them through continued advertising, promotions, public relations and sales. (Conley, Kathleen and Tucker Toni, 2005: 49-50)

Marketing is connected with library's operation itself. Value added works such as cataloguing and classification corresponds to the product packing, embodied also the concept of the product: in this case is knowledge, research, information, entertainment. Shelving, Abstracting and Indexing, bibliography compilation correspond to the promotion. Regarding the users training programs, the location of material in the library correlates with marketing practices, such as study of consumer behaviour, product promotion etc. The mission and the objectives of

libraries are modified according to the conditions; services, procedures, rules and operation follow the change. Consequently the Marketing Mix changes too.

To catch the alterations, a marketing plan is necessary in order to define the policies, the promotional practices. On the other hand and because of the 4P balance differs for every target group, it is necessary the research on the groups of population that are the potential clients of the library. 4 Ps of Marketing Mix of libraries (Wakeham, 2004: 237, Hill et al, 2006: 4):

- ✓ Product is the value that librarians add through their knowledge, expertise, and informational, organizational, and retrieval skills (Conley, Kathleen and Tucker Toni, 2005: 50). Product is library's services. Collections consists the basis of the "product", but the main one is an *Idea, an intangible product*, in which the tangible good, the services and the processes are incorporated.
- ✓ Place is the space of the library, either physical or virtual. Place is an important factor that can appeal the potential users. Another factor relevant to this is the location of the building, how easily accessible is it. Relevant to this point is the mention that the place nowadays is both place and space, equally physical and virtual.
- ✓ The Price of library services or products consists of both the staff time spent in ensuring that resources and services are available and accessible and user's time in finding and using resources efficiently (Conley, Kathleen and Tucker Toni, 2005: 50). Libraries do not Price their activities and decisions. However they assess the cost of services, of acquisitions, of operation. The main interest of libraries is the best exploitation of their resources, the advancement of their services, the improvement of their quality, without increasing of their cost.
- ✓ The communicative policy of the library is the Promotion policy and its part of the strategic marketing. Promotion consists every positive action, even the politeness of the staff, but in practice, promotion targets to explain to users and non-users why they need the library in their everyday life.

4. The survey and the results

The questionnaire contains questions for collecting quantitative information, questions for seeking behaviors and attitudes scaled to 4 degrees (the lack of answer means the negative one). The third unity contains questions on the organizational level of the library, its resources (human and economic), its finance and fund raising. The stratification of the sampling of libraries who participated to the survey is analog to the number of libraries that belong to every type. The questions and the analysis follow the structure of a marketing plan (Hill et al, 2006: 271-304).

4.1. Mission and goals of the library. The first two diagrams show the weak idea that Greek libraries have on the strategic management.

- ✓ More than half of the libraries have a fuzzy idea of their mission, and
- ✓ Only 37, 5% has written specific explicit mission. (Fig. 1)

And (Fig. 2)

- ✓ Only 11,4% writes down the strategic plan, shared to the whole staff and,
- ✓ 21,5% of libraries share the plan to employees relevant to the its content.

Fig 1. Library's mission

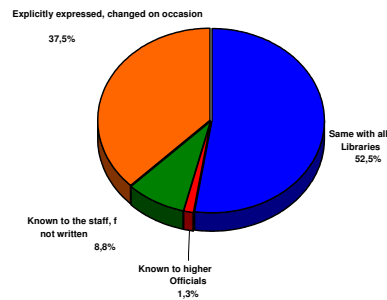
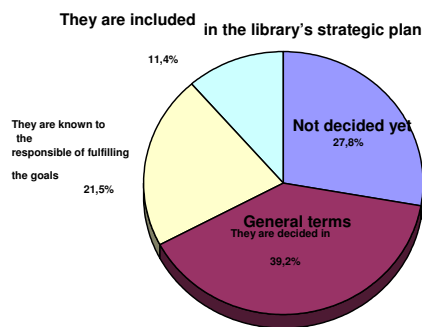


Fig. 2. Means for achieving library's goals as they are ordered by its purpose and strategy :



Furthermore, as usual, the 56% of Libraries deny to set economic goals, but the 57, 5% of libraries set non-economic goals, which they achieve and sometimes they overcome. Needless to say that an economic goal is not a business goal: it could be a cost effective goal, or the better exploitation of the resources or the decrease of operational expenses etc. Libraries are negatively biased on economic and public relations actions. Marshall (2001: 117) mentions some causes for academic libraries that seem to be common to every kind:

- ✓ Argument that academic libraries have a captive audience in members of the academic community who need to use the library in order to be successful in their academic areas of teaching and research,
- ✓ Library funding is not a concern because it is linked to overall institutional funding,
- ✓ Promotion is not a part of the library's purpose,
- ✓ Promotion of the library and its services will crate expectations and

- ✓ demand that are beyond the library's capabilities,
- ✓ Reliance on the university's communication or development office to perform a public relations role will suffice.

4.2. Product (life cycle, new life design). Because of the lack of strategic thought and promotional vision, libraries gave the following answers:

- ✓ 69% declare that the strategic planning is unofficial, and
- ✓ 54, 5% answer that there are no procedures for the creation of new services.
- ✓ Not users but other factors determine the orientation and establishment of new services.
- ✓ The questions on the life cycle of the services reveal that libraries mainly operate as traditional organizations and low communicated.

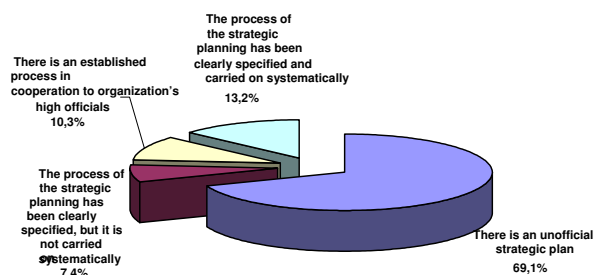
4.3. Market (target-groups)

- ✓ Most of the libraries (86, 8%) know their population and their mobility.
- ✓ They study the attitude of people, and
- ✓ They try to form a special policy for every group.

The kind of libraries that answered explain it (fig 3):

- ✓ 44,3% does not examine the target group, and
- ✓ 30% systematically focuses on numerous groups of the population.

Fig. 3 Is there any strategy for developing library services?

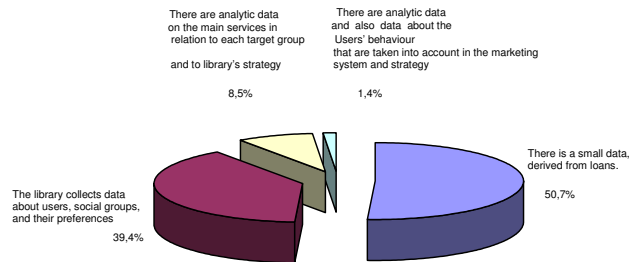


4.4. The library's image and the External relationships.

As it is clear up to now, libraries operation is mainly collection oriented than users -centered. The modernization steps parallel to technology, without harmonizing processes, management, and services. They use technology without innovative processes. The following answers confirm the lack of a strategy for appealing new groups of population and new users.

- ✓ Only 1,4% collects systematically data on users' and groups' behavior, and
- ✓ 7, 8% focuses on the appealing of new target groups (fig. 4).

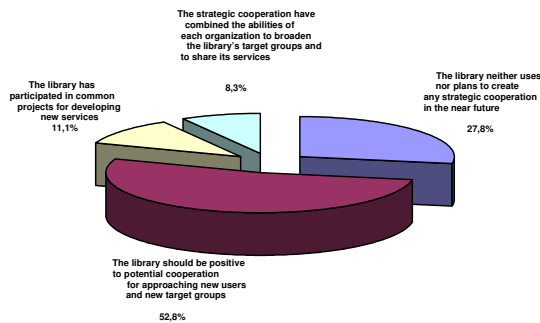
Fig. 4 Information about users and potential users



External relationships

- ✓ 8,3% agree that strategic alliances increase the users and advertise their services, and
- ✓ 52,8% agrees to evaluate cooperation proposals that could cause the increase of the users.
- ✓ Lack of active, systemic promotion of the library,
- ✓ Uninterested in communication (fig. 5).

Fig. 5 Strategic cooperation for approaching new target groups



Nevertheless, half of the people that participate to library's events use the library, become members. The opposite valid also: the majority of the members are interested in library's events. That means that users' attitude is positive, but how many people use it? That's the crucial question. That's the main problem of libraries: not the whole people who need libraries use them.

5. Conclusions

It is important to say that the idea that library has for itself is an important

factor of its development. It is also important for libraries to realize that they are mainly the space of the community. Users face positively libraries, although the problems exist. Whether or not libraries receive adequate support is strongly influenced by the kinds of relations they have with their public –their total public, including non-reading and non- library using groups. Public relations, “the planned effort of an organization to integrate itself into the society in which it exists”, centers on this problem (Berger, 1979: 180). Libraries need to gain self estimation and to believe to their social service, to their service supply. Only this way exists for finding their users, communicating potential users, promoting their services. Libraries must know their advantages and strengths, their real advocacy.

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The Quality of Information as Basis of the Library Management Quality

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Abstract: In the article the role of document information in the process of library management is indicated. The organization of work with documents is a very important part of the management processes and taking managerial decisions, it influences the efficiency and the quality of management. The development of new technologies implies the system approach to the process of taking decisions on the basis of flexible informational analytical integrated system of management.

The processing project of the service database of regulating information in the scientific medical library of Siberian State Medical University (Tomsk, Russia) is presented.

Keywords: Library management; Document information; Efficiency; Quality; Regulating information; Informational system; Database.

1. Introduction

A great number of scientific, reference, educational, methodical and practical publications is devoted to the quality of library activity in Russia.

One of the most characteristic tendencies is the active interest to management, especially quality management that explains the fact of formation of new management concept in the sphere of library science.

Modern management researches show a great significance of rational information processing for achieving strategic and operative aims.

The quality of information defines the quality of management because information covers all spheres of management. Being the most important function of management process, information must meet the following requirements: authenticity, accuracy and completeness, efficiency and regularity, its conformity with management level.

Different approaches to management of documentary information are offered by Backland (1994), Larin (2001), Sankina (2002) and other authors.

Management of documentation as function of management is realised in the conditions of decision making process to achieve the aim. That is why documentation management is closely connected with the problems of management, organization structures, the problems of design of information systems management, their implementation and operation, with automation of managerial procedures and processes.

Urgency of the problem consists in support of the processes of documentation information management due to more effective technologies of its processing including analytical components and the connection of management functions with documents, their servicing.

The development of new management technologies plans systematic approach to the decision making process on the base of flexible information analytical integrated management system.

2. Documents management

The organization of work with documents is a very important part of management processes and taking managerial decisions influencing efficiency and management quality.

From the point of view of information technologies documentation information management activity and the management activity itself – as a subsystem of an integrated technological system of library. So, the library management, in Pilko's opinion (2006), is characterised as technological process that supposes regularity of management.

In management activity a document is a tool, means or method of management. The whole documentation is closely connected with the concrete management function for which it is created. It allows, in Larin's opinion (2001), with the help of systematic analysis to identify the content of managerial documents and to connect it with the definite management function.

Optimal system of internal legal regulation helps to provide successfully and realise substantially the local legal regulation of general principles of activity, some decisions and concrete aspects of library operation.

The complex of internal regulated documents, being formed in each library objectively consists of a package of separate interrelated and mutually complementary blocks.

The documents, included, reflect legal organizational and technological sides of professional activity, fix aims, order and conditions of library functioning as informational, educational and cultural institution.

Pilko (2006) suggests to classify the complex of documents regulating the activity of the library for convenience according to the following functions: organizational – administrative documentation, scientific – methodical documentation, normative documentation and technological documentation.

At the present stage in the system of library management the whole range of documents concerning different types and kinds of documentation systems and being a part of documentation support of management.

3. Information management system

The use of information technologies in the sphere of management gives opportunities of more effective and rational organization of information processes, increase of their flexibility and dynamics expansion of the range of analysed factors when making decisions.

“Perfect” information system of management must automate all or the majority of protective kinds of activity in the frames of integrated information space and in interrelation of automated functions. It is more optimal to use the system which is the part of the architecture of the system of complex library automation that implies the use of joint technologies of management automation and documents circulation.

The creation of the system of automated management of documents or service database in the library is a very complicated organizational technical task, administrative office automation being the main, basic platform within information library system.

Designing database, one should orient on the use of standard management system of data and technology “client – server” which allows to combine operative work with archiving documents.

Automated system in the library:

- provides coordinated work of all departments;
- simplifies work with documents, increases its effectiveness;
- increases labour efficiency due to shortening time for creation, documents processing and search;
- increases efficiency of access to information;
- allows to delimit the competence of access of workers to information.

The implementation of such system in the library will optimize the activity of the library in whole, to get analytical information for using and taking important managerial decisions. Without any doubts, the system will influence on effectiveness of library activity as well as on increase of professional personnel training, the culture of the use of modern information technologies.

4. Database of regulating documentation

For solving intersystem tasks of the library one can suggest the module of service database of regulated documentation as foundation of effective library management. Designing technological project of database we relied on methodical basis and regulations considered by Pilko (2006) and Voroisky (1998).

The main source (source data) when forming database is regulated documents of library.

Database supports the main functions of documents processing on-line which include: documents development and custody; search of documents according to different parameters, input, support and custody of any kind of documents; control over implementation of documents; protection and management of separation of rights for access.

Database includes the complex of functional means realised as a program modules helping to plan work, to get interim and resort valuation of separate operations, to control and, if necessary, to correct the plan or process.

The idea of centralised storage of e-documents is also obvious: integrated database in server keeps documents safely, systematizes them and finds necessary information very quickly. Not the least of the features of the system is unification of the most widespread types and kinds of documents in management, development and use of patterns.

Database is corporate storage of regulating documents of the library. It includes the catalogue of organizational efficient, regulatory – methodical and technological documentation, unified forms of documents, documents archive, office documents of departments or separate workers.

Through interface of database, installed in all computers, the workers of the library get access to hierarchy of folders and operations concerning design and search of documents.

The search of documents is realised through folders navigation.

Creating a new document a database offers users to identify its belonging to concrete theme by classifier and to use standard sheet, pattern.

Information, formed by users in the process of selecting data, is displayed as a reference in matrix format, graphic material, fulltext document or pattern.

Different functional and practical tasks are solved by the method of contiguous look of database modules and data selection or seriating. The tasks can be operational analysis of technological processes; valuation of resort support of processes; valuation of work content of library production.

Managers of a library, having full access to all documents, can control the process of creating office documents any time. The analysis of report documents formed in database, gives opportunity to correct the library activity, to improve organizational structure, character and content of implemented works, personnel, provision with financial, material and other resources.

5. Conclusions

It is obvious that documentary information management in the conditions of modern management and development of new information technologies becomes more and more actual.

Automated systems of documents management are directed to be universal information storage, corporate knowledge base, a tool of management of organizational and technological activity.

Independent office database of regulating documentation of the library is considered as organizational technological complex of methodical, technical, program and informational means aimed at support and increase of processes of planning and library management.

Undoubtedly, suggested model of database of regulating documentation will provide the processes of joint training and standardization of documents, integrated informational space and absolutely new level of making operative, managerial and technological decisions.

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