LIBRARY LEADERSHIP

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1. Introduction

Libraries today face a lot of development and improvement, and this cannot happen without the support, enthusiasm, and cooperation among library staff through good leaders. As Donald Riggs mentioned in his article, library managers think that library staff members are not ready to make changes and promote development at the library, and that drives managers to look for external help from leaders who have a positive attitude to inspire employees and make the necessary changes. Hence, there is a need for innovative leaders with expertise in the modern methods of development in the libraries. Because of that, we can see that leadership in the library is the key to promoting creativity among employees, and without them, changes will be difficult or unattainable. [1] In this paper, I will discuss the definition of leadership, and the difference between leaders and managers. I will also discuss the main leadership models, and leaders' qualities and goals as well as the issues of leadership in libraries, highlighting the most critical obstacles to successful leadership and how to overcome them to achieve the library's goals.

1.1. Leadership Throughout History

When we look for the source of leadership throughout history, we find that they come from divine sources or mythology. In many examples of leaders through the past decades, we can see leaders are the individuals who have the right to command people and the power to reward or punish them. In the past, leadership meant that the leader had the right to exercise tyranny upon followers and impose orders on them. The people had to follow him, and if they did not support him, then, the leader punished and mistreated them. Because of these unfortunate examples of leaders, we can see that there are a lot of bad reactions toward leaders.

Hence, the idea of democratic leadership started to change the concept of the former leaders when leaders focused on giving up some personal freedom and on providing security and safety for those who followed.

In 1762, Jean-Jacques Rousseau, a French writer, and author is one of the people who made an evolution in the concept of leadership and inspired many leaders to change through his writings and books. People began to become more aware that they were able to choose their leaders and discuss their needs with their leaders so that the leaders bear the responsibility of followers and strive to achieve their demands. Also, people started to change their thinking and increase their knowledge, and the concept of leadership changed from dictatorships to democracy.[2]

[1]Riggs, Donald E. "What's in Store for Academic Libraries? Leadership and Management Issues." Journal of Academic Librarianship, vol. 23, no. 1, Jan. 1997, p. 3. EBSCOhost, dom.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=9702274900&site=ehost-live&scope=site.Leadership Throughout HistoryLeadership Throughout History

[2]NClarkson. "A Brief History of Leadership through Time." Virgin, 27 Apr. 2017, www.virgin.com/entrepreneur/brief-history-leadership-through-time.Definition of Leadership

2. Definition of Leadership

There are many people or employees in many institutions who misunderstand the word or concept of leadership. Some may understand it as a reference to control or command. We can see a lot of adverse reactions to the person in charge at any institution, and there is a lot of jealousy or hatred toward the leader. We cannot deny this issue especially with many examples and models that we have encountered previously with bad leadership styles or methods in dealing with employees.

Lao Tsu, a Chinese philosopher, described the concept of the leader with these words: "The wicked leader is he who the people despise. The good leader is he who the people revere. The great leader is he who the people say; we did it ourselves."[3]

There are many definitions of the concept of leadership in the library, which is a complex concept that overlaps with other concepts, such as leadership and management especially with library employees. Leaders, in general, are the people who are assigned to particular tasks in any organization and must pursue its goals. [4]

2.1. The Difference Between Manager and Leader

Many people use these terms as synonyms, but in fact, they are different from each other. So, we have to point out the difference between the term "manager" and term "leader." Leaders are usually the people who create the vision for the institution, and the managers are the people who seek only to apply the vision that may be produced by the leaders. Leaders are the people who have many people follow them and like them while managers are only followed by their employees. Leaders seek to do the right things while managers usually do things in the right way. Leaders

love to face the threats and challenges. Managers are looking for plans to reduce future risks they may meet. In general, we can see some managers who have leader's style, but not necessarily every leader could be a manager.

Here is a great example that we have to mention when we talk about the leadership, Dr. Martin Luther King Jr. As the dominant personality of leadership who inspired many people, we can see that many people love him and follow him. [5] Going into depth on Dr. Martin Luther leader style, he followed or applied a transformational leadership model which I will explain the next few paragraphs.

3. Models of Leadership

There are many models in the concept of leadership, and they are:

3.1. Likert's systems of management [6]

Before going into leadership models, we have to mention the Likert's systems of management, which were founded by Rensis Likert in the 1960s. It is an accredited system in many organizations. It has four methods to manage the organization. First, is exploitative authoritative. Second, is benevolent authoritative. Third, is the consultative system. Fourth, is the participative system.

3.1.1. Exploitative Authoritative

In this system, managers practice fear and threats with employees. Managers do not trust employees. Managers focus on giving tasks to certain highly skilled employees and neglect other employees. This system lacks the reinforcement of workers, only seeking to achieve the managers' goals.

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[3]Managerial Leadership in Academic Libraries Roadblocks to Success / by Irmin Allner page 69 https://journals.tdl.org/llm/index.php/llm/article/download/1717/997 . 22, no.2 Spring 2008

[4]What Do We Mean By Library Leadership?: Leadership in LIS Education Abigail Phillips/ page 4 http://diginole.lib.fsu.edu/islandora/object/fsu:207266/datastream/PDF/viewThe Difference Between Manager and Leader

[5]Moran, Barbara B., and Claudia J. Morner. Library and Information Center Management 9th ed. Englewood, CO: Libraries Unlimited, 2018. Page 335-336

[6]Clayton, Mike. "Likert's Four Management Systems Archives." Management Pocketbooks, 8 Nov. 2016, www.pocketbook.co.uk/blog/tag/likerts-four-management-systems/

3.1.2. Benevolent Authoritative

In this system, we see less control from managers of employees. Also, we find punishment and intimidation methods, but there is also the reinforcement and reward method. The tasks in this system are distributed to all employees, and each of them participates but the priority is for those with high capabilities. In this system, there is a lot of control over the ways of communication between employees, which creates a negative atmosphere among the employees in the institution.

3.1.3. Consultative System

In this system, we find much more support for human relations. Employees have more freedom in communicating with each other than the previous system. Here, we notice a lot of cooperation in decision-making and a positive atmosphere.

3.1.4. Participative System

The last one is this system which is the best among the former systems because it focuses on participation in decision-making among all members of the institution. It focuses on positive reinforcement. This system encourages an atmosphere of trust, freedom, and creativity to achieve the institution's objectives and goals.

3.2. Fiedler's Leadership Contingency Model

This is a preferred model for some managers because in this model managers can adapt to work within the organization's conditions. The leader in this model can base assessments of any particular situation within three variables. First, leader-member relations which demonstrates how much employees love the leader and follow him. Second, task structure indicates the clarity of the structure for employees to support it. Third, power position means "the amount of power and authority that is associated with the leader's position."[7]

3.3. Transformational leaders

Transformational leaders are leaders that must be found in any organization and are indispensable in the library world. Transformational leaders are leaders who shift the individual interests of managers to the public interests of the group or the team. Usually, they positively raise the level of tasks required to achieve great things. They also encourage participation and cooperation with the creation of values among individuals and a great atmosphere to enthuse the team. [8] As mentioned before a great example of this model is Dr. Martin Luther King Jr.

As for the qualities of transformational leaders, transformational leaders are leaders who can identify the problems facing the institution. They are also able to identify the needs of the institution and seek to improve them. Transformational leaders focus on employee satisfaction, building relationships and trust between themselves and employees and creating a healthy and positive environment for employees. They are always seeking to limit conflicts in the institution. They work to help managers define vision and goals in their institution. They create emotional ties between the organization's members and managers. They are the motivation behind any great institution. This kind of leader is what the library needs.[9]

After all of these kinds of leadership models, we cannot say which one is the best model for our organization because it depends on the library's circumstances. However, we can prefer one over another as to what we can apply.

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[7]Moran, Barbara B., and Claudia J. Morner. Library and Information Center Management 9th ed. Englewood, CO: Libraries Unlimited, 2018. Page 346.

[8]Moran, Barbara B., and Claudia J. Morner. Library and Information Center Management 9th ed. Englewood, CO: Libraries Unlimited, 2018. Page 345.

[9]Martin, Jason. "Perceptions of Transformational Leadership in Academic Libraries." Journal of Library Administration, vol. 56, no. 3, Apr. 2016, pp. 266-284. EBSCOhost, doi:10.1080/01930826.2015.1105069.

4. Effective Leadership[10]

Donald Riggs, summed up the 14 tasks of leaders in the library in his article, which are as follows:

1. "Create constancy of purpose.

2. Adopt the new philosophy.

3. Cease dependence on mass inspection to achieve quality.

4. End the practice of awarding business by price tag; instead, minimize the cost.

5. Improve continually and forever the system of production and service.

6. Institution training for all employees.

7. Adopt and institute leadership.

8. Drive out fear.

9. Break down barriers between staff areas.

10. Eliminate slogans, exhortations, and targets for the workforce.

11. Eliminate numerical quotas for the workforce and eliminate numerical goals for people in management.

12. Remove barriers that rob people of pride in their work.

13. Encourage education and self-improvement for everyone.

14. Finally, take action to accomplish the transformation."

4.1. Library Leader's Qualities

In summarizing the best qualities of a library leader, the leader should work hard and continuously to improve his skills and to face and overcome challenges. The successful leader must continually assess his/her skills to the reach the desired level he or she wants and work strictly to improve and develop his/her abilities and learn or acquire new skills by increasing research, knowledge and constantly adapting. Integrating with other people will help a lot in gaining new skills and experiences. The most important point is to inspire others and encourage them to achieve their goals while engaging with others in planning to reach their desired goals. A leader should use the style of reinforcement and instigate enthusiasm in the team building and confront the difficult challenges and encourage others. One must manage workload by dividing work according to available capabilities, prioritizing and avoiding unreasonable or unplanned tasks because they have a bad impact on team spirit and on the level of satisfaction. Finally, we cannot see all these qualities in one leader, but as Riggs said, "each library situation will likely require a different type of leader."[11]

4.2. Leadership Goals

Leadership goals are based on the library goals. So, the successful leader must realize what he/she wants to accomplish. Also, the successful leader must set his/her goals and must be realistic with concrete goals. One should also prioritize the tasks to be accomplished. Then, he/she has to share with others to draw a successful plan for these goals. The leader should identify the timeline of the project's completion as well as draw many alternative strategies, which should be determined in case of difficulties. In other words, the leader has to develop a scientific plan that is well-thought-out and realistic. Finally, the leader should test the effectiveness of the project by using reinforcement and cooperation with the team to accomplish the goals of the library.[12]

5. Leadership Issues or Challenges

Leaders are creative people which that means if they get trouble, they will face it and overcome it. In other words, leaders don't have that many

[10]Riggs, Donald E. "What's in Store for Academic Libraries? Leadership and Management Issues." Journal of Academic Librarianship, vol. 23, no. 1, Jan. 1997, p. 3. EBSCOhost, dom.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=9702274900&site=ehost-live&scope=site.

[11]Riggs, Donald E. "What's in Store for Academic Libraries? Leadership and Management Issues." Journal of Academic Librarianship, vol. 23, no. 1, Jan. 1997, p. 3. EBSCOhost, dom.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=9702274900&site=ehost-live&scope=site.

[12]Strain, Mary. "Objectives of Leadership." Objectives of Leadership, 9 Mar. 2018, smallbusiness.chron.com/objectives-leadership-37826.html.

challenges. However, there are a few challenges that leaders in the library or any institutions face. The main problems faced by library leaders are the development, expansion and continuous improvement of their skills. Leaders must continuously work to address their issues and enhance their abilities to respond effectively in order to keep pace with constant evolution. Also, leaders must take advantage of online learning opportunities to develop their expertise and capabilities.[13]

There is also the problem faced by leaders in libraries of building trust among employees, especially with staff who may not trust the role of managers. Also, there is another issue which is that there is no single model of leadership. This makes it difficult for managers to determine the appropriate method or model for their library.[14]

6. Conclusion

I would sum up my paper with suggestions for managers. Managers should know that leaders do not necessarily have to be themselves. It is possible that any staff member of the library can become an active leader. Managers must enhance and develop the leaders' skills. Managers should search for the leaders both inside and outside of the library. The staff who have leadership skills must demonstrate that they can lead. As Abby Johnson mentioned in her article, "Leadership isn't something that's bestowed upon you" and "You don't have to wait until you're assigned to be a leader."[15] Managers must provide the time for employees to develop their skills and abilities, because without the time they cannot innovate. Managers should accept employees' ideas or projects and encourage innovation; even

if the ideas or projects are not appropriate, they should tell them in a kind manner. Outsourcing helps managers to innovate and create new projects. The most important point is that managers should engage both staff and even library users, young or old, so that they can get the feedback that will help them to develop.

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[3] Johnson A. Leadership in Librarianship. American Libraries Magazine. 2017 9;1:2017–09.

[4] Management Issues for Library Leaders. Education & Careers. 2017 7;18.

[5] Martin J. Perceptions of Transformational Leadership in Academic Libraries. Journal of Library Administration. 2016 4;56(3):266–284.

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[7] NClarkson. A Brief History of Leadership through Time. Virgin. 2017 4;27.

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[13]"Management Issues for Library Leaders." Education & Careers, 18 July 2017, www.ala.org/educationcareers/elearning/management.

[14]Moran, Barbara B., and Claudia J. Morner. Library and Information Center Management 9th ed. Englewood, CO: Libraries Unlimited, 2018. Page 351.ConclusionConclusion

[15]Johnson , Abby. "Leadership in Librarianship." American Libraries Magazine, 1 Sept. 2017, americanlibrariesmagazine.org/2017/09/01/leadership-in-librarianship/.