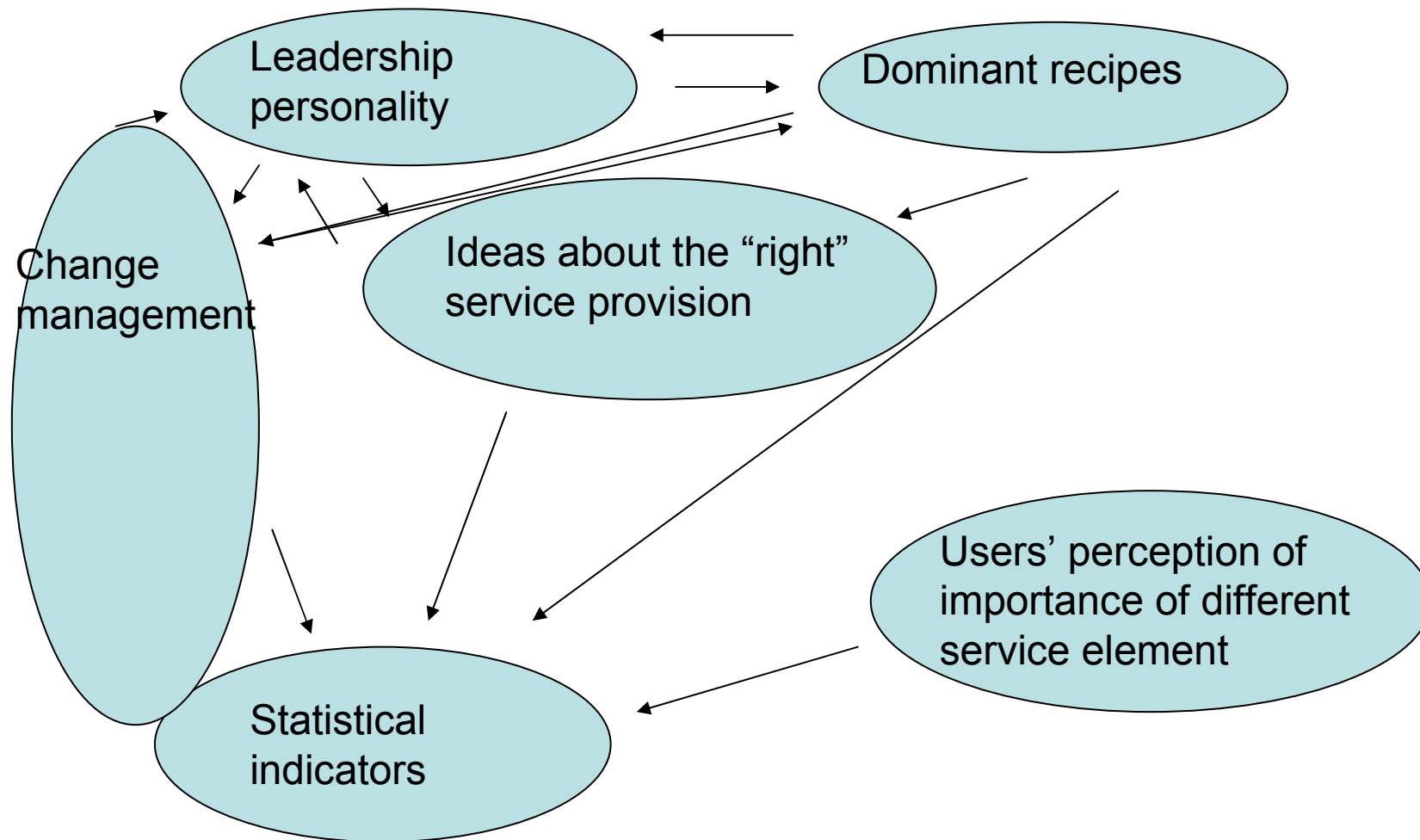# Leadership and service provision

QQML

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Factors in this lecture

Public libraries

- Changing collections
- Technology driven change processes
- New services and tasks like
  - Life long learning, income generation, citizen advice service, digital divide, navigating in a multi cultural environment, social capital, social integration, services for the industry, merging with school libraries, participate in national net-services, participate in the digitalization of the cultural heritage and so on

Public libraries

- Economic pressures or decreasing funding
- Decreasing loans of especially printed material
- A very high increase in renewals (35 % of the loans in Denmark in 2008)
- Decreasing collections of especially printed material due to change in acquisition profile and the increasing weeding

The many discourses of the library profession

- Enlightnement
- Social inclusion & integration
- Mean for democratic development
- Learning spaces & information literacy
- Meeting areas – social room
- Information navigator
- Quality
  - Constructing the user based on rationalistic ideas of proper information behaviour or the autopoeisis (self referentiality) of the system

Public libraries

- Decreasing user base
- Increasing importance of digital services
- Transformation of information requirements from subjects/ genres to titles: increasing specificity of the information need
- And so on

Leadership surveys

- Focus: Change processes and organisational culture
  - National leadership investigations in 2001, 2004, 2007 and 2003 compared with UK – survey based
  - 2005 – Deep interviews with 30 library directors and 100 staff members
  - 2006 ff. Personality testing of random selected library directors

Factors and facets in NEO-PI

Neuroticism	Extroversion	Openness	Agreeableness	Conscientiousness
Anxiety	warmth	fantasy	trust	Competence
Temper	gregariousness	aesthetics	straightforward ness	order
Pessimism	assertiveness	feelings	altruism	dutifulness
social fear	activity	actions	compliance	achievement striving
Impulsive ness	excitement seeking	ideas	modesty	self-discipline
nervous	positive emotions	values	tender mindedness	deliberation

Library directors' meaning about importance of library leadership abilities and competences. Mean (scale 1 – 5) and rank

	Means	Rank	N
Ability to communicate, motivate and inspire	4,7	1	287
Openness and change orientation	4,6	2	288
Cooperative competencies	4,6	3	288
Creativity and understanding of the broad picure	4,4	4	285

Economic understanding	3,6	11	285

Library professional competences	3,0	13	285

Personality traits of Danish Library Directors in relation to other leaders

- High on emotional stability
- High on extroversion
  - Assertiveness and activity
- High on openness
  - Actions, ideas and values
- High on conscientiousness
  - Competence, dutifulness, achievement striving and self-discipline

The factor named openness is often considered as an important factor in relation to chance processes and it is clear from table 2 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 pro-cesses. These change processes have focused on both the provision of services and on organ-isational 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 reas-ons that change processes have been successful overall can possibly be attributed to the as-sertiveness of the directors, their overall openness to experience and change and their general high degree of conscientiousness.

Producers and dessiminators of standards and recipes

- International and national organisations and agencies

- Consultants

- Research and educational sector

- The Media (Harvard Business Review, Professional journals ……)

- Prestigious international corporations

Examples: Recipes and standards

- Leadership and management
  - Teams, cange management, value-based leadership etc.

- Organisational structure
  - Matrix, projects, flexibility

- HRM
  - Knowledge sharing, downsizing, empowerment

- Processes
  - BPR, lean, benchmarking & best practice, BS

Features in successful standards and recipes

- Social authorisation
- Universalism – supposed to solve most problems
- Commodification
- Zeitgeist > have to hit a trend
- Harmonising conflicting interests in organisation
- Dramatisation – and a story of succes
- Individualisation – perceived as beneficial at the individual level

Recipes meet the organisation

- DiMaggio & Powell have formulated the following concerning adoption of recipes:
- Forced adoption
  - External Requirements
- Mimetic adoption
  - Do as the others
- Normative adoption
  - In accordance with the system of norms in the profession

Surveys

- Focusing on behaviour, preferences, satisfaction, attitudes and so on
    - National survey of 2000 university students and their information use 2005
    - National survey of 1000 high school students and their information use
    - Several studies of users and non users in municipalities 2006 - 2009

Problems measuring user satisfaction

- Transactional and general satisfaction
  - Expectations, experiences, general perceptions……..
- Satisfaction and absence of satisfaction
- Dissatisfaction and absence of dissatisfaction
- Significance for users and behavioural changes

Furesoe: Relationship between transactional satisfaction and success.	How successfull were you? & satisfaction with today's vsit (very satisfied and satisfied)		
I came today for	All	Some	Nothing
1 A specific book	98	88	65
2 Literature on a subject	97	77	70
3 A certain kind of novels	98	92	57
4 A specific audio CD	98	100	86
5 A certain kind of music	97	94	89
6 A specific film	100	100	75
7 A certain type of film	100	83	72

High school students priorities of PL's services In terms of perceived importance	Importance 0 – 100	Ranking
Collection of fiction	55	6
Collection of non - fiction	62	**4**
Collection of film	37	10
Collection of music	41	8
PC	34	13
The homepage	34	13
Study places	33	14
Wireless network	40	9
Group work facilities	35	11
Places for relax	43	7
Exhibitions, lessons	28	15
Quite and peacefull places	59	**5**
A kind and polite service	72	**1**
Ambience	64	**3**
Distance	67	**2**

Importance of services: Types of high schools

	General	Business	Technical	Total	Rank
Collection of fiction*	61	49	49	55	**6**
Collection of non-fiction*	70	54	52	62	**4**
Collection of film	37	37	37	37	10
Collection of music*	45	36	38	41	8
Computers	35	33	33	34	12
Library webpage*	37	28	33	34	13
Availiability of study places	34	32	29	33	14
Availibilty of wireless network	38	42	43	40	9
Group work opportunities	33	39	34	35	11
Room for rest, chat and talk	44	45	39	43	7
Exhibitions, arrangements and lectures	29	29	27	28	15
Piece and quite places*	63	55	51	59	**5**
A kind personal service*	77	68	63	72	**1**
Ambience*	68	61	59	64	**3**
Distance*	74	61	61	67	**2**

Importance and demographics (high school students)

	Female	Male	1st year	2nd year	3rd year
Collection of fiction	63	44			
Collection of non-fiction	66	56	56	61	68
PC' s in the library	32	37			
Library's website			28	36	37
Study places			38	30	29
Wireless network			45	40	35
Group work			41	35	28
Rest, chat and talk			49	44	36
Kind personal service	76	66			
Ambience	67	60			
Distance	72	61			

High school students ranking of PL's services In terms of perceived importance	Users N=572	Non users N=225
Collection of fiction	5	13
Collection of non - fiction	3	**8**
Collection of film	10	10
Collection of music	7	11
PC	12	9
The homepage	9	15
Study places	13	12
Wireless network	11	5
Group work facilities	14	6
Places for relax	8	7
Exhibitions, lessons	15	14
Quite and peacefull places	6	**3**
A kind and polite service	1	**1**
Ambience	4	**2**
Distance	2	**4**

General users ranking of PL's services In terms of perceived importance (suburban libraries) n = 200 (ongoing survey)	Importance	Rank
Collection of fiction (180)	80	4
Collection of non – fiction (175)	71	6
Collection of film (110)	46	10
Collection of music	53	8
PC	25	12
The homepage	73	5
Study places	11	14
Wireless network	19	13
Group work facilities	7	15
Places for relax (190)	49	9
Exhibitions, lessons	46	11
Quite and peacefull places	55	7
A kind and polite service	93	2
Ambience	88	3
Distance (140)	95	1

From individual preferences to collective preferences

- A possible formula:

- The average grade X proportion of valid answers in relation to possible answers

- Because of "don't knows" and item non responses

Examples of results from formula

- Collection of fiction: mean 80 would become 80 X (180/200) = **72**
- Distance: 95 would become
- 95 X (140/200) = **64**
- **The relationship between individual preferences and population preferences.**
- **Both numbers are important**

Conclusions and perspectives

- Very modern and change oriented directors
- Innovative organisations
- Users are diversified and do have very traditional views of the relevant service provision
- Two different discourses on the public library and its place in society
- A growing difference between the provision and peoples' perception of the relevant provision
- The absence of dissatisfaction is probably an indicator of a rather low significance of the library in everyday life