

## Managing Innovative Personalities for Successful Library Innovation

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I spent nearly a decade working to lead organizations into new cultures of innovation. Saying it has, at times, been a struggle is tantamount to saying that Mt. Everest is a bit steep. Whenever I find challenges, I always look inward as much as at the environment to find any potential challenges to success or meeting my goals. As a result, I have spent most of those years learning to hone my management and leadership style into one that creates, or if not ‘creates’ then at least ‘allows for’ or ‘encourages’, an environment where Innovation will flourish. I have come to understand that the primary component in this effort is the cultivating and managing of innovative people. Unless you intend to be a one-person show, which I discourage on every level, you must surround yourself with other personalities, minds and people with diverse skill sets that will hopefully meld into a force that creates and drives Innovation.

During my years of honing, I have discovered that all too often it is not the failure to find these innovative minds, or failing to create an organization culture that allows them to create, explore and innovate that is the most difficult aspect of managing for innovation. The challenge is reining these necessarily strong, independent and creative minds into a productive and strategic focus. If not handled careful, a manager/leader can frustrate the employee’s innovative thinking to the point that they give up, become a destructive rather than productive force, or ultimately leave your organization all together!

This management/leadership dance is a delicate and intricate balancing act that I have found never plays out the same way twice. It is simply a dance you learn through experience that allows you, if you read the signs correctly and make the proper decisions, to manage your creative people using a precarious balance of the specific elements/factors of their and your situation. This uniqueness in each person and situation makes crafting a management formula, or disseminating my hard-won experience into any

kind of translatable model extremely difficult. Although it would be great to have such a model for library managers/leaders, it would contain an endless number of variables, conditions and responses, thus making it too cumbersome to really be useful.

I recently discovered an excellent article that provides some fascinating insights into managing those Innovative people. “The Inescapable Paradox of Managing Creativity” published in the Harvard Business Review in December of 2012 discusses:

*“When facing the challenge of unleashing organizational innovation, many leaders fail. Some attempt to help their teams flourish by granting almost unlimited freedoms, only to discover that they have created chaos, not high performance. Others try to force their employees’ creativity through prescribed programs and activities, which usually yields humdrum results at best.*

*After studying proven masters at fostering organizational innovation for over ten years, we have identified the heart of the difficulty. At the core of leading innovation lies a fundamental tension, or paradox, inherent in the leader’s role: leaders need to unleash individuals’ talents, yet also harness all those diverse talents to yield a useful and cohesive result.*

*It’s easy to think of many new ideas, but it’s much more difficult to convert those ideas into something new that actually solves a problem.*

*As a leader, you must constantly ask yourself, “How will I:*

- Affirm each person’s need for individual recognition and identity yet also tend to the needs of the collective?*
- Encourage team members to support one another while simultaneously challenging and provoking each other through robust debate?*
- Foster experimentation, continuous learning and high performance?*
- Determine how much structure — rules, hierarchy, planning and the like — provide sufficient constraints without stifling improvisation?*
- Mix patience and a sense of urgency?*

- *Balance bottom-up initiatives and top-down interventions?”*

*The “right” position at any moment will depend on specific current circumstances. The goal will always be to take whatever positions enable the collaboration, experimentation, and integration necessary for innovation.*

*This kind of leadership is not easy, especially for leaders who hold conventional notions of top-down leadership, or who find conflict or loss of control uncomfortable. Even skilled leaders of innovation find it hard not to favor one side of the paradox scales over the other. The task of creating new and useful things requires leaders to continually recalibrate the needs of their organizations and to modify their behavior accordingly. They must develop the capacity to lead from the right place on each scale for the moment and situation.*

*Many leaders need to rethink what they do if they want a more innovative organization. It takes a powerful leader to unleash and harness innovation. This power resides in managing paradox rather than controlling destiny.” (1)*

## LEADERSHIP

If we have determined that great leaders are required to create an innovative culture, do we know what a great leader is? What do you think of when you read the word “leader”? Odds are the first image that comes to mind is not a librarian. The stereotypical image of librarian is still most often the somewhat middle aged woman saying “shush”. That image is pretty much antithetical to the image of leader. The leader image is strong, decisive, charismatic, knowledgeable, etc..

Even librarians don’t often think of themselves when it comes to thinking about a leader. There are probably many reasons including the historically clerical and scholarly nature of the profession. Add to that the majority of people who actually gravitate to librarianship are self-professed introverts who prefer books over people, have a passion for reading more than doing,

and like working around others who share their enjoyment of books and reading. All very noble traits, but not generally associated with leadership.

A definition of leader that I have used for many years is;

*A person, who by force of example, talents, and/or qualities of character plays a directing role, wields commanding influence or has a following in any sphere of activity or thought.*

By contrast, to put leader in better perspective, a definition of a manager is;

*A person who conducts, directs or supervises activities, especially the executive functions of planning, organizing, coordinating, directing, controlling and supervising of any business type project or activity with responsibility for results.*

In short, a leader “does the right things”, while a manager “does things right” is a general characterization. That is not to say the two roles are separate or mutually exclusive, because they are very much compatible, and each role generally requires some elements of the other, which is why so many people have a hard time distinguishing real leaders from good managers.

The distinction is in the person, “who by force of example, talents, and/or qualities of character plays a directing role, wields commanding influence or has a following”. Leaders have followers!

Why place such emphasis on the distinction between manager and leader? It is crucial. Having authority over your subordinates makes it easy for you to tell them what to do and how and when to do it, because there are consequences if they fail to accomplish what you direct them to do. You are their Boss. Unless you’re a difficult individual, employees will follow the boss. Bosses have a harder time nurturing innovative personalities than leaders, because they are less flexible and less tuned in to the personality of their creative employees.

Genuine leaders make followers among others over whom they have no authority. By “force of example, talents, and/or qualities of character” they play a directing role and wield commanding influence, and have a following. True leaders not only do the right things, they influence others to lend their support to whatever activity the leader pursues. And, this ability

to influence is what enables them to recognize and nurture those creative employees instead of simply tolerate their uniqueness.

A real leader of a library makes the organization the best it can possibly be, while influencing the employees, board members, supporters and customers to help the leader's efforts. It requires real leaders in the librarianship profession to recapture the library's relevance, and guide it into the uncharted 21st Century future capitalizing on the innovation of its people. First and foremost, library leaders must be visionary. That point cannot be over emphasized. In today's environment of constant change causing an ambiguous future, leaders must be able to create a vision and then share that vision with every member of their library. They must be able to persuade, teach, mentor, coach and by sheer force of will play the primary directing role in the library while enlisting followers to make the dream a reality and inspiring innovation.

What does the real library leader look like? Here are 10 characteristics of leaders that should be at the top of anyone's list who is striving to become a great library leader.

### **10 Great Leaders Do Not Do It Alone**

Whenever someone thinks one member of the team is a super star, it's best to remember that EVERY true leader requires followers, and not just followers, but individuals who can and will comprise a team. The most heavy lifting is done by a team. The best work is accomplished by a team that believes in the library and owns the vision. I suspect that life has shown us all that although we like to think we're indispensable, once we've left an organization, life goes on and work continues in whatever new direction it will, doing quite well without us.

*"There is no indispensable man." Franklin D. Roosevelt*

### **9 Great Leaders Express Gratitude**

A great leader will never miss the opportunity to show appreciation for someone's efforts, and successes. The power of appreciation is strong, and as noted below, can be a strong motivator. Studies have shown that the number one reason why people leave an organization is lack of

appreciation. It's not money, it's failure on the part of the leader to make the employee feel valued and recognized for the work they do. Criticism seems to be the easiest thing in the world to give, but encouragement is something a great leader does not have to work at doing.

*“Flatter me, and I may not believe you. Criticize me, and I may not like you. Ignore me, and I may not forgive you. Encourage me, and I will not forget you.” William Arthur Ward*

### **8 Great Leaders Understand Motivation**

What motivates you? Probably many things, including a belief in what you do as something worth doing. Money? Sociologists suggest that money is not a motivator, but lack of it can be a de-motivator. Praise? Everyone likes praise, unless they believe it is given without sincerity. Hope? Concerning working in a library, the best motivation is the intrinsic value of the work itself. Great leaders recognize each employee's motivators and tries to ensure that they fulfill those for all employees. Motivation takes many forms.

*People work well when they believe they are good at what they do. Unknown*

### **7 Great Leaders Delegate and Empower**

Delegation is not the same as empowerment. Delegating authority to accomplish a job is routine and generally pertains to the specifics of that job. Empowerment means giving employees the authority to step outside their specific job duties to enable them to accomplish other tasks that are at the core of the organization's values. For example, it would not be considered normal for a cataloger to be empowered to take steps to ensure the highest quality customer service. That is generally reserved to reference staff and youth services librarians and others who deal directly with the customer. But why shouldn't every employee of the library be empowered to ensure that every customer is totally satisfied with their experience at the library in every respect? Great leaders not only delegate, but empower everyone to make the library more than it can ever be without their contributions.

*“As we look ahead into the next century, leaders will be those who empower others.” Bill Gates*

### **6 Great Leaders Are Learners**

It has been relatively recent, maybe 20 years at most, that business and most other public endeavors have encouraged life-long learning as an important factor of success in today’s society. With the proliferation of technology our society has transitioned to a ‘trial and error’ method of learning. We learn to use technology by playing with it, using it to do whatever we think it will do, and learning how to make it work. However, the great leader is an active learner, seeking professional development opportunities, listening to people, especially employees, and assimilating knowledge for the purpose of becoming a better decision maker, and a better leader.

*“Tomorrow’s illiterate will not be the man who can’t read; he will be the man who has not learned how to learn.” Alvin Toffler*

### **5 Great Leaders Are Problem Solvers**

Understanding the problem is essential to solving the problem. Identifying the problem correctly helps one narrow it to the point of being able to solve it, because we can usually see the solution if we can grasp the problem. How often have we heard something like – ‘That’s great, but you solved the wrong problem.’ – whether it was regarding a school math question, or taking care of business? Understanding the problem correctly is the key to solving any problem. And, here we see again, one of the qualities of leadership is solving problems before they get totally out of hand. Combine responsibility with problem solving and great leaders get things done!

*“One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.” Arnold H. Glasow*

#### **4 Great Leaders Are Decision Makers**

How often have you been faced with a problem that needed solving, but you either weren't sure how to tackle it, or didn't think you had time to tackle it right then, or for whatever reason just put it off. What usually happens? The problem gets worse. It never fails. Problems do not fix themselves, regardless of what some people say. It is true that 'No decision is a decision.' If you put something off long enough circumstances will decide for you, and often times that decision is not a desirable one. Life's experience has shown most of us to address problems as soon as they are recognized, to prevent them from becoming much bigger, and to solve them sooner rather than later. Great leaders just do it!

*"To reach port we must sail, sometimes with the wind and sometimes against it – but we must sail, not drift or lie at anchor." Oliver Wendell Holmes*

#### **3 Great Leaders Take Responsibility**

Responsibility is a fundamental human trait that allows organizations to function. Individuals who recognize a responsibility to do their best, as well as see what needs to be done and take responsibility to get it done, are the life's blood of any library. Having a sense of responsibility motivates people to do the right things, it is the cause of much of the world's successes, and lack of it the cause of much of the world's problems. A great leader takes responsibility for everything his/her library does, or fails to do. No IF's, AND's or BUT's about it. The buck stops at the library director's desk.

*"I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty." John D. Rockefeller, Jr.*

#### **2 Great Leaders Are Visionary**

We all know that Jules Vern was a highly imaginative guy. But my bet is he took a few ideas from Leonardo De Vinci – the guy who envisioned the helicopter and parachute – in the middle ages! I think Walt Disney must have taken after them to create his magical kingdoms, and so



many others must have also had vision to be able to create monumental dams and bridges, space ships, computers, artificial limbs, and medical marvels of all kinds. I suspect Vern was hoping that someone would achieve and make real what he only dreamed, and they did. A great leader has the vision that, with his/her leadership ability, will influence others to make real.

*“Anything one man can imagine, other men can make real.” Jules Verne*

### **1 Great Leaders Have High Character**

Think about a situation in which you knew you could do something and no one would EVER know about it if you didn't tell. Good or bad, doesn't matter, your actions would never be found out. There would be no evidence of your actions linked to you. There would be no repercussions to you or anyone you knew. That's not to say that your actions would have no impact on anyone, actions always have impact on someone or something, just no one you know who could trace your actions back to you. What would you do? The answer to this question is what constitutes a person's character.

*“The measure of a man's real character is what he would do if he knew he would never be found out.” Thomas Macaulay*

### **A PERSONAL JOURNEY TO LEADER**

I began my career as a librarian, moved on to management, and then into administration. I always thought that jump from management to administration would simply be a natural progression of steadily increasing responsibility and challenges. But I simply had no idea. Being the Director and Leader is to be the CEO of your library.

But they don't teach you to be a CEO in library school. I also have an MBA and surprisingly, they teach you a great deal ~~to~~ about money, marketing and business; but they don't teach you to be a CEO in Business School either.

So when you find yourself in the job and realize that none of your formal education has given you the tools necessary to do the job, what do you do? As any good librarian, I started researching. I found hundreds of books, articles, and online resources on the subjects; because IN FACT they don't teach you to be a CEO anywhere.

So how do you learn to be a CEO? After asking a great many professionals and doing a great deal of research I have come to the conclusion that the majority of all leaders/CEOs learn the same way. They get dropped in the deep end of the pool and either drown or swim.

And what does it mean to be the CEO of a Library? What does the job look like? How is it similar or different than being the CEO of other types of organizations?

Many of my days take on a life of their own and a trajectory that on great days I shape, on good days I wrangle, and on bad days I just hang on and pray a little.

How do I lead? Sometimes I simplify life. I tell people when they have done well or when they have failed. I refocus energies on the goal. I remind people of the path. I listen and summarize in the hopes that my synopsis might provide the clarity for others to reach a decision

Other times I complicate life. I explain what is missing and request more to be done. I explain why a project is not complete though it is presented as such. I add necessary details or new information that reshapes a project. I add new requirements I only now realize are necessary because of the progress made thus far.

In some people's story I am the champion; in others the villain. And none, if any, know the whole story even when they believe it is their own. I take blame and give credit. I have broad shoulders and thick skin to withstand the barrage when it will shield the innocent and ensure the goals are accomplished.

I make sure that every day I am exactly the kind of employee I want to have and the leader I would work for. I work harder, longer and better than I expect anyone else to do. I don't ask anyone to do anything that I would refuse to do or have not done in the past. I model every

attitude and every behavior I ask my staff to have. I hold myself to a higher standard than I would anyone else. I create the culture of my organization. I build my team. With that team, I define the vision and set the direction of my organization.

I model excellence. I never raise my voice. I admit when I'm wrong. I ask for, listen to, and implement better ideas than my own. I try to surround myself with people who are smarter and better than me. This makes some staff love me.

I provide stable, reliable and consistent leadership. I am decisive. I know my own mind and my vision for my organization. I believe we can be better. So I do not accept the present as good enough. I tell people when they are wrong and demand they do better. This makes some staff dislike me.

**And at the end of the day if the organization is better I have succeeded. If it is worse I have failed. And at the end of the day- I am responsible for everyone and everything.**

That is how you become a great leader. You simply do it. They don't teach it in any school or classroom because they cannot. It's not a job or a profession. It's not even a career. It's a way of life. It is a decision.

Great Leaders define the future and Innovation. As you become a great leader, you can begin to build your team of innovators. But in what direction will you lead them?

## 21ST CENTURY LIBRARY INNOVATION

Within the librarian profession we tend to rely on the past for perspective. We try to play it safe when making decisions about what to collect, what to program, how to deliver services, etc. That time has passed and especially in this rapidly changing future, we cannot resort to some outdated playbook of "*We've always done it this way.*" and expect to survive. If you think you have a handle on the uncertainty within librarianship, you're fooling yourself so you can feel

safe. The ambiguous future takes the “science” out of librarianship that can only be replaced by BOLD LEADERSHIP.

We spend so much time discussing innovation and 21st century librarianship. We attempt to define what it is and what it looks like. We try to pin it down like a butterfly on a board so that we can study it. Why? Because we are either looking for a template (What should I be doing?) or validation (Ah Ha! I am innovative!) People ask me on a regular basis: “So what is the next big Library Innovation?” My answer remains always the same. “For which Library?”

What is innovative to one community is yesterday’s news to another and the work of a science-fiction whacko to yet another. In defining innovation, it is absolutely critical to know your audience - your community. All we need do is review the headlines in a particular week to see this play out.

#### Irving Public Library Unveils New Catalog!

The Irving Public Library announced the launch of a new, state-of-the-art online catalog system, Polaris, which keeps track of library materials and customer records. Customers also will be able to place holds and check out eBooks, as well as monitor account activity directly from the library’s catalog. Other new account features include an option to keep one’s reading history, create alphanumeric usernames and receive text notifications.

#### New Public Library Opens in Elk Mound

After years of work, Elk Mound finally has a library to call its own- a new building. A grand opening for the new Elk mound Public Library was held Monday. It’s a satellite library based out of Menomonie.

Ted Stark, the Director of the Menomonie Public Library, told reporters that the new building has all the resources as any other library, wireless internet, computers, books, magazines and much more. He said the library is linked to several other libraries, and has access to around one and a half million books. The library will have regular hours Monday through Thursday

## What's all the Hoopla in Muncie??

Muncie Public Library is now offering Hoopla, a digital streaming service similar to Netflix. The addition of Hoopla to MPL's offerings is just another step in the library's stated mission of keeping up all the growing and changing forms of media its patrons can use. MPL Director Virginia Nilles called the addition of the streaming service "a natural progression" in the library's embrace of technology. "We were interested in it before the technology was there," she said.

## The James B. Hunt Jr. Library, at North Carolina State University goes Bookless

The James B. Hunt Jr. Library, at North Carolina State University, thinks it has an answer to what the 21<sup>st</sup> Century Library is. University officials in Raleigh spent \$115 million building what some people call the most advanced library in the world. They wanted spaces to work together and opportunities to visualize data on some kind of grand scale. With these ideas in mind, the team set out to create a new kind of space. But they wanted to do more than drop in a couple of extra computer terminals and couches. It's not an exaggeration to say that they set out to reinvent the library.

It is a sleek modernist structure that looks like rows and rows of shiny silver dominos, lined up on a ramp. Students can rent out everything from iPads to microtiles to Google glasses. A hive of robots retrieves and reshelves the books. There are rooms where students can build simulations of entire spaces. Hunt Library wanted to have a spot for students to digitally recreate a 17th-century cathedral. A team of students and professors also digitally "re-created" a speech delivered by Martin Luther King Jr. at White Rock Baptist Church in 1960. Floor-to-ceiling screens displayed what King would actually have seen as he looked out into the crowd; audio technology modulated the volume of his talk so that students could get a feel for what it would actually have been like to hear the speech.

At first, people didn't even think the space should be called a library; but once people actually got inside, they understand it as a focal point of the community, a place that brings people

together to think, create and learn, a place that gives them the tools they need for these central missions.

But on the other extreme of the “To Book or Not to Book” debate...you have Boston.

### Why is Boston Public Library Discarding Books?

It’s house cleaning time at the Boston Public Library, with tens of thousands of books being pulled from branch shelves all around the city. The only library in America with more volumes in its collection than the BPL’s 19 million-plus is the Library of Congress. Amy Ryan, then-head of the Boston Public Library, said weeding is standard, daily practice for all libraries.

But many of the books being weeded are perfectly accurate and in good shape. They just aren’t being checked out. The BPL is targeting books that haven’t circulated for four to six years. And this has Bostonians concerned. “While the library of the future may look like that, we are moving too fast, we are rushing from point A to point C,” one man said.

Innovation is also risky! And it is also important to remember that not every experiment with innovation works! Failure is an important factor to consider in the risk of innovation. Only invest what you can survive losing and don’t be afraid to say your attempt failed...at least you tried!

So what do all these wide and varied examples of “innovation” mean? How do we reconcile the fact that they run the spectrum and sometime conflict with another library’s innovative methods? The take away is that Innovation (like beauty) is really in the eye of the beholder. To one community a nearly all-digital library with a maker’s space cathedral is innovative. To another it is having a library at all. At the end of the day, the relevancy you create for your library within your community is the only true judge of your innovation.

## FOSTERING INNOVATION REQUIRES AN EXCELLENT LIBRARY

Fostering innovation requires not only a great leader but also an excellent organization. It is the harsh reality that the majority of libraries are not excellent libraries in terms of being able to exceed all standards, all employees having a positive attitude, providing excellent services, being customer focused, being an integral part of the community, and embracing innovation. Despite the many reasons why this situation exists, the goal of virtually every library is to be the best possible library that it can be.

The problem becomes how to achieve excellence from your current library situation by first recognizing where you are as an organization, and then deciding what type of organization you want to be. **The High Performance Programming (HPP) model** was created by Linda Nelson and Frank Burns (Organization Transformation, 1983) and offers a perspective to assess what kind of organization you are – what kind of library organization you are:

- Reactive
- Responsive
- Proactive, or
- High Performing (Excellent).

The High Performance Programming model illustrates a way of thinking about the process and strategies that can assist in transforming an organization into a high performing one. The structure of the model provides an interdependent relationship between the levels of performance, as well as for understanding the potential for performance at the highest levels. The term “programming” is used to emphasize the fact that an organization’s present performance level is a function of past implicit and explicit operating actions.

In the same manner, future performance will be determined by how the organization’s culture is being shaped now. This critical issue is the key to unlocking the performance potential of an organization. Leadership is the key to shaping the organization’s culture and managing for innovation.

An organization facing increasing complexity and change, such as the 21st Century Library, will either evolve toward a more connected and integrated form or drift into an increasingly fragmented condition. The fragmented condition is termed REACTIVE because it is drifting toward a fragmented survivalist condition. Organizations desiring to evolve toward a high performing condition can follow the High Performance Programming model which provides new ways for leaders to think coherently about how they can influence the transformation to excellence.

### The REACTIVE Library:

The REACTIVE state is not the state where most organizations have their beginning. But, it is the state where many organizations find themselves stagnating and struggling for survival. In these organizations members do not; share a common purpose, have a sense of accomplishment, feel as though the leadership really cares, share a value system, or demonstrate the characteristics of excellence. The eleven dimensions shown in Figure 2 can be used to diagnose the culture of REACTIVE organizations. The air of “covering your rear” and “putting out fires” pervades the atmosphere in REACTIVE libraries. Leadership assumes the role of law enforcement, compliance with policies and procedures, and sheer survival are the motivators for most people. The lack of shared purpose has a telling effect on the structure of the library. The structure, despite its neat appearance on paper, is in reality a fragmented collection of separate elements, often working at cross purposes and competing over resources and territory.

Another lethal aspect of REACTIVE libraries is the almost total lack of caring about people. Subordinates have an unwillingness to tell their leader bad news. The leader rarely praises people for good work because “that’s what they get paid for.” People become insensitive in order to survive and “shut down” in these painful environments. Leaders also contribute to the perpetuation of this type environment by becoming blind to individuals and focused only on the short term perceived success of “kicking butt.”



### The RESPONSIVE Library:

To move the organization out of a REACTIVE frame of reference into a RESPONSIVE one requires a carefully balanced approach that entails both patience and leadership. Change must occur in the frame of reference of the members and the organization concurrently. Positive leadership to clarify goals, values and the worth of the individual must be implemented in a way that builds mutual trust. This HPP model proposes that leaders must begin by re-focusing the organization on clearly defined goals, developing action plans for accomplishing tasks, solving problems, building teams and using the “situational leadership” model developed by Hersey and Blanchard (Management of Organizational Behavior , 1986).

A successful transformation from REACTIVE to RESPONSIVE type library will result in the changes depicted in the Model. Members are focused on producing results in the present through planned activities to achieve near term, clearly defined organizational goals. The leader is a coach and mentor that motivates group members by meaningful participation, rewarding high performance and incentives based on merit.

### The PROACTIVE Library:

The PROACTIVE frame of reference requires looking to the future and seizing the initiative. It is a frame of reference from which leaders see the future as a choice to be made rather than as a situation to be endured. It is a view of the future as something to be chosen, not something waiting to happen. The critical factor in moving beyond the RESPONSIVE frame of reference is for the library to have a well-established value system. The vision of the future must be one that is widely shared by library members, congruent with their value system, and an attractive and compelling force for them. For example; President John F. Kennedy proposed his vision of a man on the moon by the end of the 1960s decade for America. Neil Armstrong did just that in July of 1969.

The vision of the future needs to communicate a choice that places high value on people – caring. People are simply not willing to put forth personal effort beyond being RESPONSIVE unless they feel the library they work for is their library that values them personally and professionally. The future vision must reflect a commitment to human values from which people derive a deep sense of personal meaning and satisfaction. High purpose, to be achieved, must be based on high order values. Thus, an enormous amount of energy that might otherwise be tied up developing, perpetuating and enforcing official rules is released to work on attaining the desired future state.

Achieving a PROACTIVE culture in your library requires “transformational” leadership that interacts with followers at the values level, as opposed to merely activating them at the material level. The transformational leader relates to the whole person of their followers by finding ways of developing their potentials and satisfying their higher needs. Genuine transformational leadership demands a resolute commitment to fundamental ethics and integrity, demonstrated “through congruent behavior. The role of leadership in PROACTIVE libraries is to keep the members purposed and well-tuned. The results of these leadership efforts are in the diagram.

#### **The HIGH PERFORMING Library:**

The more progressive perspective afforded by the PROACTIVE frame of reference is still insufficient to generate the level of performance observed in HIGH PERFORMING organizations. The phenomenon of library excellence is characterized by a high level of energy that unleashes human spirit and results in a marked improvement in productivity. The leaders of HIGH PERFORMING libraries have found ways of managing the flow of energy patterns and the human spirit these energy patterns release, as well as attend to those indicators with dedication that equals or often exceeds their dedication to the more visible performance results.

The HIGH PERFORMING library's choices about strategy are made in the context of an underlying philosophy and "folk lore" that gives meaning to the library's vision. The task of leadership becomes one of strategically navigating the library along a course established by the vision and the long range plans. Likewise, the performance management system required for a PROACTIVE library finds extra meaning in a HIGH PERFORMING library because it includes designing the plans for the library's evolution.

Another key feature of the HIGH PERFORMING frame of reference is the emphasis on developing Metasystems as well as formal systems. Metasystems are groups, teams, or pockets of excellence within the larger organization to shape the cultural milieu throughout the library's formal structure. Metasystems already exist in all libraries. Sometimes called the "good old boys" these informal structures provide pockets where leadership can begin to influence the desired value systems and spotlight the small successes. These can be used as think tanks for new ideas, for communicating (in both directions) with the organization informally, and for testing trends and moods of the organization. These informal leaders carry valuable influence which cannot be discounted or overlooked.

The kind of leadership required to achieve and sustain a HIGH PERFORMING library is nothing less than the excellent leadership described above. Excellent leaders also see their library as a contributing factor in the significant contributions to their community. In HIGH PERFORMING libraries the focus is on achieving high standards of excellence through identifying new potentials, seeking out new avenues of opportunity, and activating the human spirit. Leaders must have a frame of reference that extends beyond simply identifying results to be achieved. They must be able to see and feel the culture and spirit of the HIGH PERFORMING library through its members. Leaders operating in this state of flow are able to sustain for themselves, and communicate to their followers, an appreciation of the rich legacies, proud traditions and positive legends that are the valued roots of the HIGH PERFORMING library's past.

The perspective of leaders operating in the HIGH PERFORMING frame of reference includes the importance of the synergistic effects of the library culture. As well as developing strongly cohesive teams and integrated sections, HIGH PERFORMING leaders look for ways of consciously

strengthening their library by building a strong culture. They understand the uses of ceremony and ritual in creating and perpetuating the positive legends and proud traditions that give each member of the library a strong, proud heritage to maintain and reinforce. This attentiveness to the culture of the organization enables the leader to act in ways that support individual pursuit of excellence and fulfillment within the purposes and goals of the library.

Not only do leaders in HIGH PERFORMING libraries have the unique ability to think far into the future and keep their library aligned around a great vision, they have the parallel ability and courage to turn their people loose to pursue it – to innovate! These leaders lead through their ability and willingness to empower their followers; to push power down into the hands of people so that they have the energy and freedom to seek adventure, creativity and innovation. Most importantly, they lead by virtue of caring deeply for their followers, which produces the mutual bond of strong emotional commitment and reciprocal loyalty that are the well-springs of excellence.

In summary, The High Performance Programming model provides a coherent framework for understanding the different levels of functional effectiveness that libraries can attain and the cultural frames of reference associated with each level. At the REACTIVE level, libraries are caught in frantic rounds of activity as their leaders think mainly of survival, enforcement of old rules and policies, and the protection of the old system. At the RESPONSIVE level, libraries handle their requirements competently as their leaders think mainly about building cohesive teams and solving problems as they arise. At the PROACTIVE level, libraries are oriented on achieving long term outcomes and their leaders think mainly about developing aligned and well-tuned people systems that are focused on a positive and purposeful future. At the HIGH PERFORMING level, libraries are flowing with excitement and spirit as their leaders think mainly about the further empowerment of their people so that together they can make even more significant contributions to the larger communities they ultimately serve.

A central concept in this model is that the three higher states of effectiveness are interdependent. That is, a PROACTIVE library must continue to be RESPONSIVE as well, and a HIGH PERFORMING library must also be PROACTIVE and RESPONSIVE. The frames of reference

associated with each of these states are similarly depended. Leaders must not become so fixated on achieving a future state that they neglect to attend to the needs of the present, nor should they unleash their people completely without first making certain they are thoroughly aligned with the library mission and vision.

## SUMMARY

To thrive in this ever changing environment of The Library and to create the 21st century library, requires a completely new approach and new ideas. Creating strong innovative teams of individuals is necessary to step into the future. These individuals must be creative, passionate, determined and flexible. Managing these innovative personalities requires great leaders and high performing libraries focused on excellence. Knowing what those are and how to become them is necessary for success. With all of that, leading for innovation requires knowing what innovation is even if the shape it will take has yet to be determined. Once these key components are in place - leading our innovative personalities to create the 21st Century Library, while still remaining an artful dance, becomes far less daunting!

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