1 April, 11:00am

Management and leadership: Concepts for academic libraries

Prof. Paul Gandel

The 17th Annual Library Leadership Institute

Library Leadership
in the Asia Pacific Century

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Organized by:
The University of Hong Kong Libraries

In Conjunction with:
University of Macau Library

Managing for Success Introduction to Management and Leadership

Paul Gandel

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Paul Gandel: A Quick Biography

- Vice President/CIO Syracuse University

- Professor of Information Studies

- Dean of University Libraries

- CEO University Public Radio/Television

- Researcher Bell Laboratories

- Educational Background – History, Fine Arts, Library Science, Information Science

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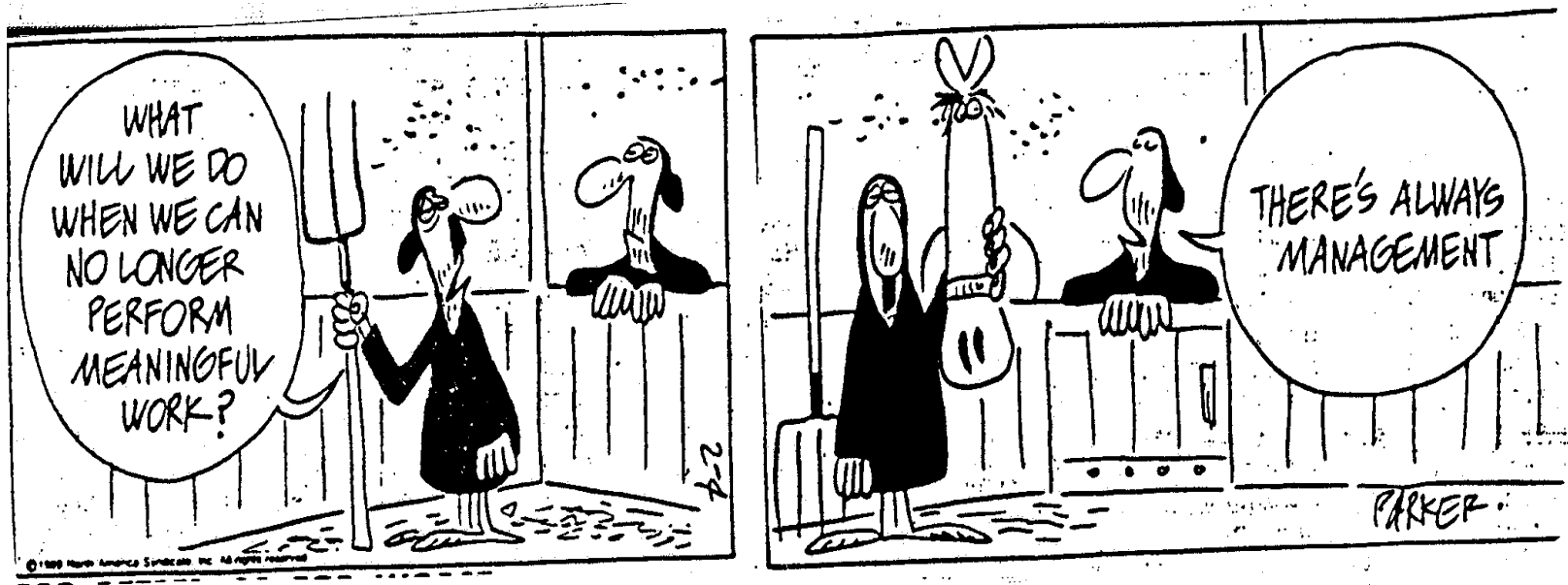**SYRACUSE UNIVERSITY**

Syracuse University

- **Syracuse, New York**

- **Private coed institution**

- **18,000 FTE Students (Graduate & Undergraduate)**

- **1,400 Faculty**

- **3,300 Staff**

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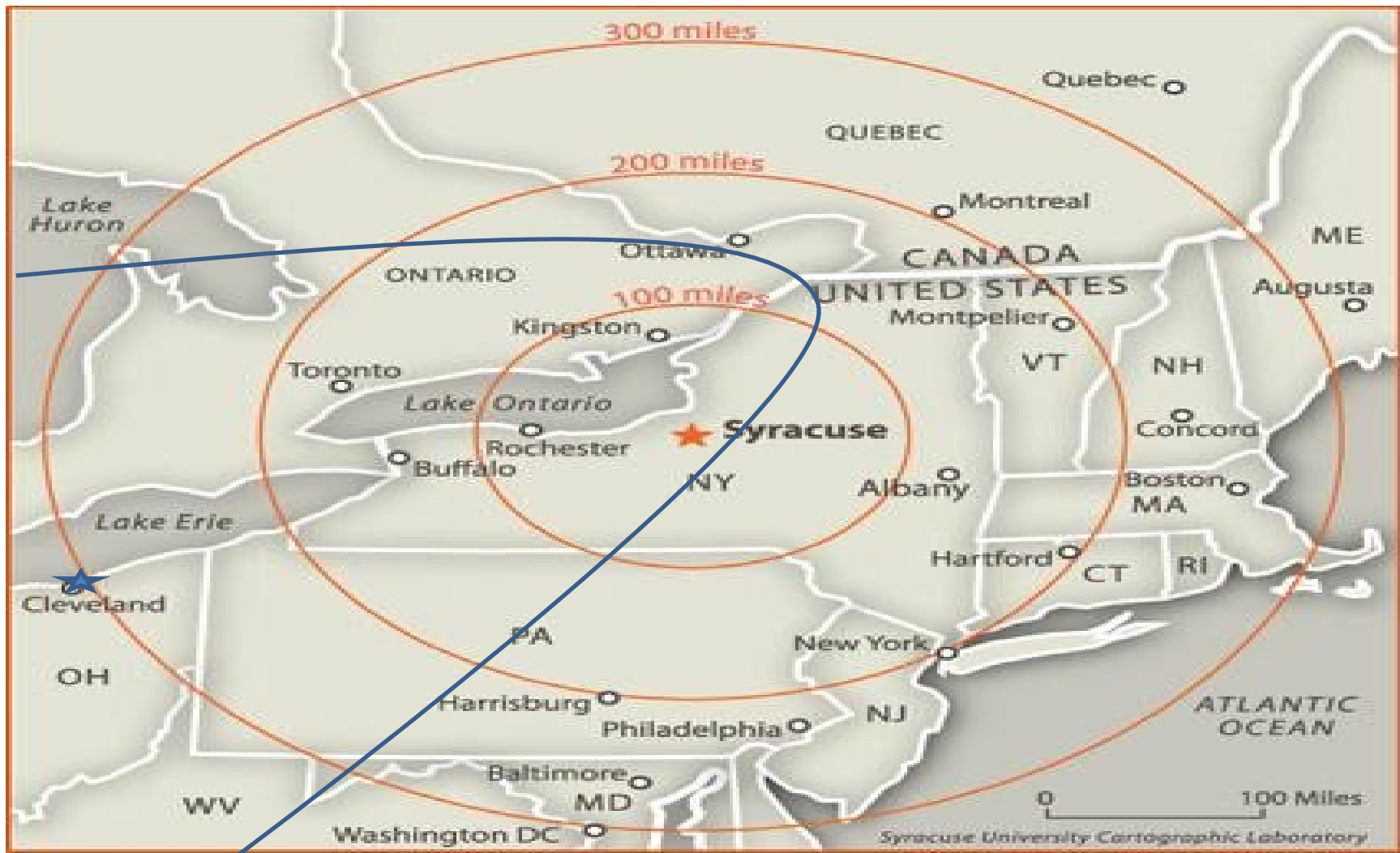
Introduction to Management

What is Management?

- A Profession
- A Philosophy
- A Performing Art
- A Practice

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Management as Profession

- Clearly defined body of knowledge

- Codified, taught and learned

- Clearly defined organizational status

- Clearly defined societal status

- Professional responsibility

Management as Philosophy

- A manager is responsible for:
  - organizational performance
  - personal performance
  - setting direction
  - creating capacity
  - self development
  - development of others

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Management Forces

- Forces of Darkness
- Forces of Light

Charles Perrow
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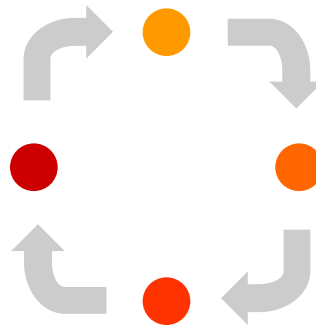SYRACUSE UNIVERSITY

Management as a Performing Art

Production
- Write an email
- Create a meeting deck
- Write a report
- Create a budget

Evaluation

Evaluate productions

Evaluate performances

Make decisions

Performance

Make a presentation

Run a meeting

Deliver a subordinate evaluation

Negotiate a contract

Interpretation

Understand ambiguous situations

Consider multiple meanings

Consider different perspectives

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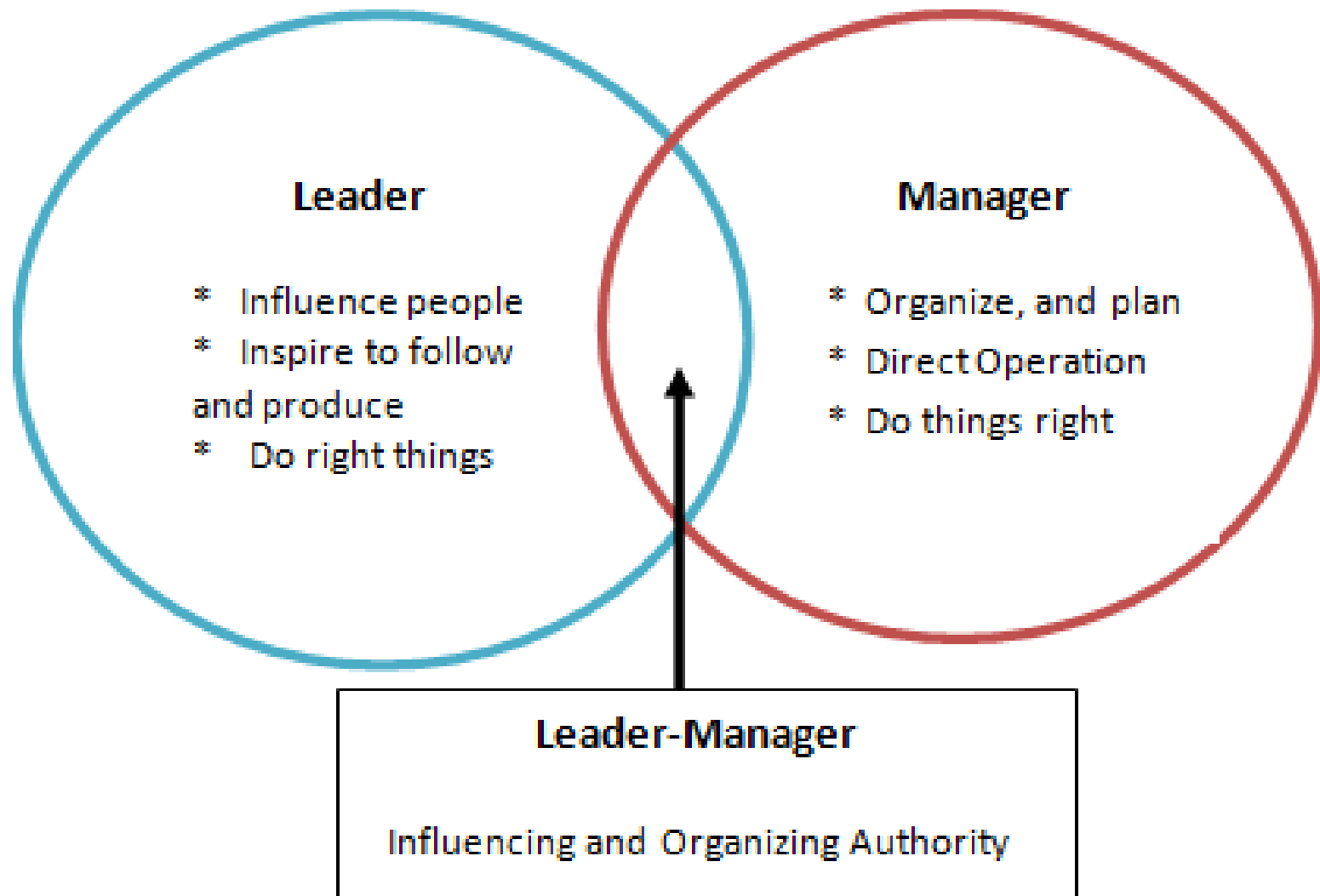
Management as Practice

- A set of techniques

- Requires repeated performance to achieve excellence

- A set of behaviors

  - **Plan**
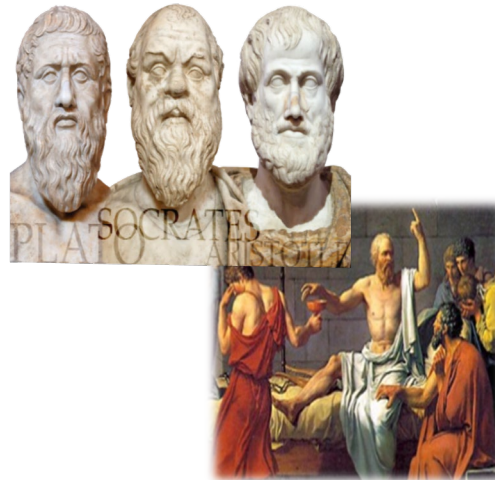
  - **Organize**

  - **Control**

  - **Lead**

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Are Leaders and Managers the Same?

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Leader vs Manager Continuum

Lead

**Plan
Organize
Control**

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Leader versus Manager?

Leader

* Influence people
* Inspire to follow and produce
* Do right things

Manager

* Organize, and plan
* Direct Operation
* Do things right

Leader-Manager

Influencing and Organizing Authority

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Who is a Leader?

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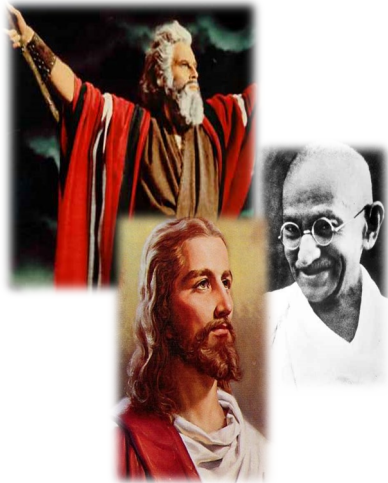
What makes a great leader?

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What Kind of Leader are You?

Style

Leadership Continuum and Factors

Transformational Leadership	Transactional Leadership	Laissez-Faire Leadership
Charisma	Rewards	Free Reign
Inspirational Motivation	Constructive Transactions	Delegative
Intellectual Stimulation	Management By Exception	
Individualized Consideration	Corrective Transactions	

Leadership

- Vision and quick Victories—never lose sight of the ultimate goal, and focus on short-term objectives.
- Symbolism and Personal Example—set a personal example with visible, memorable symbols and behaviors.
- Optimism and Reality—instill optimism and self confidence grounded in reality
- Stamina
- The Team Message—Reinforce the team message constantly: "We are one—we live or die together."
- Core Team Values—Minimize status differences and insist on courtesy and mutual respect.
- Conflict—Master conflict—deal with anger in small doses, engage dissidents and avoid needless power struggles.
- Lighten up—find something to celebrate and something to laugh about.
- Risk—Be willing to take the Big Risk.
- Tenacious Creativity—Never give up, there is always another move.

Fast Forward to Year 2020...

Questions to Ponder:

Who will be the face of library leadership--What qualities, talents, and skills will be critical?

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