Transformational Leadership and the New Academic Library

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Outline

- About Me
- Leadership Theory
- Transformational Leadership
- Application to Libraries
- New Generation of Librarians
- Conclusion
Leadership Theories - Transactional

- **Characteristics:**
  - Leader directive and demanding
  - Accepting of existing goals, structure, culture
  - Rewards based on performance
  - Punishment for not following directions
  - “Follow directions in order to get a raise”

- How is this shown in libraries today?
- Ineffective of bringing change
Leadership Theories - Charismatic

- Characteristics:
  - Assumes charisma is an attributional phenomenon
  - Leader vision not with status quo
  - Emotional appeals instead of authority
  - Leader confident of actions--may create delusions of infallibility
  - Dependence on leader limits successors, leading to eventual leadership crisis
  - Risk alienation of followers

- Conger & Ranugo (1987)
Transformational Leadership

- Basics:
  - Idealized influence
  - Individualized consideration
  - Inspirational motivation
  - Intellectual simulation

- First defined by Burns (1978)
Transformational Leadership

- **Traits:**
  - Make followers aware of importance of task outcomes
  - Induce followers to part with own self interests for organization
  - Appeal to follower higher order needs
Transformational Leadership

### Guidelines:

- Articulate clear and appealing vision
- Explain how vision can be accomplished
- Be (or at least act) confident and optimistic
- Express confidence in followers
- Use dramatic & symbolic actions to emphasize values
- Lead by example
Application to Libraries

- Motivate all employees, not just librarians
- Come up with a vision and be confident for success
- Relate organizational values to personal beliefs
- Leadership can be contagious!
Next Gen Librarians

- **Characteristics**
  - Transparent - share everything
  - Not hierarchical
  - Appeal to emotional needs
  - Want to be leaders in own right

- **Importance of leadership over management**
  - Dislike of being managed
Conclusion

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- Will be online soon - please email