

Whose Values?

Whose Vision?

**Librarian-Leaders in an
Era of Persistent Change**

Chris Ferguson

Dean for Information Resources

Pacific Lutheran University

**We are responsible for the content,
if not the context, of our lives.**

**And within this we must
understand what we can
and cannot change.**

-- Viktor Frankl, *Man's Search
For Meaning* (1963)

**Leading Change in an
Era of Continual Change
is About
Vision and Values**

Some Dimensions of the Librarian-Leader Role

- Calibrate multiple visions
- Stewardship above personal state
- Simplicity on surface of complexity
- Tolerance for ambiguity
- Foster personal and organizational development
- Transcend conventional definitions and boundaries

**It isn't the changes that do you in,
it's the transitions. Change is not
the same as transition. . . .
Change is external, transition
is internal.**

*William Bridges, *Managing
Transitions: Making the Most of
Change*, 1991*

Another Difficult Lesson

- Shift from one's own thinking to that of others
- Meld the values, ideals, wisdom, and aspirations of others
- Never assume you understand the vision of the next level

Steps of Organization Transformation

- Establish sense of urgency
- Form guiding coalition
- Develop a vision
- Communicate the vision
- Empower others to act on the vision
- Create short-term wins
- Consolidate & produce more change
- Institutionalize new approaches

John Kotter, *Leading Change*, 1995

Effective Planning Tools for Librarian-Leaders

- Mission as impelling force
- Values as cohesive force
- Vision as directing force

**When Are You a
Train Engineer and
When Are You a
Rail-Slapper?**

Why Do We Need Librarian-Leaders Who Can Forge or Clarify Organizational Values?

- Workplace demands less command-and-control, more inspired leadership
- Leadership requires more interior affect than exterior control
- Decision making environments moving from low-trust/high-control to high-trust/low-control models

**Effective Librarian-Leaders
Have a Sense of Calling,
of Vocation, From Which
Framing Values
Are Drawn**