

Library Leadership that Creates and Sustains Innovation

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Introduction

The pace of change in libraries is daunting. In order to meet patron demands and effectively compete among the wide numbers of choices users have in order to meet information needs, libraries are constantly required to reinvent themselves. Conflicting with this practical need for change is the library purpose of maintaining order and structure to a body of knowledge. Whether an academic, special or public library, this requirement for order and predictability is oftentimes at odds with industry-level pressures that influence, shape and change the way libraries meet user needs. If libraries wish to remain competitive and viable they must positively navigate these changes while remaining true to their mission of knowledge preservation by innovating. Such innovation is dependent upon leadership. Since not all leadership is suited to the task of provoking or fostering innovation, transformational leadership is offered as the ideal in which library leaders should strive. The following article will first examine change, creativity and innovation in the information industry generally and libraries particularly. It will then consider the different types of leadership based upon trait-based views (autocratic, democratic, laissez-faire and charismatic) as well as those grounded in power-exchanges (transactional and transformational) with specific emphasis on the impact each leadership type has upon innovation. Finally, a discussion of how library transformational leaders can foster climates of sustainable innovation is shared.

Libraries, Change and Innovation

Many libraries suffer from a sort of organization-level schizophrenia that is highlighted by the contradictions between their patron-driven mission and their traditional library values focusing information control. More precisely, there is an inherent conflict between their professionally mandated purpose of providing permanent and reliable access to information while they are an important part of the larger information industry that regularly confronts an unprecedented and seemingly explosive level of technological change influencing the ways that data and knowledge are formatted, accessed and used (Carnegie, Abell 2009).

Library managers have historically created policies that codify choices and best practices in areas such as personnel, collection development and delivery of services. The goal of these policies is to superimpose order and consistency on library operations in the face of a highly complicated and disordered universe of information. As library managers grapple with the demands of an increasingly complex and change-laden information landscape offering patrons

seemingly unlimited choices, libraries themselves risk becoming competitively-disadvantaged when compared to other technologically-mediated, user-defined information retrieval choices that are newly available at an ever increasing rate. In order for libraries to compete more effectively with other information access options, there must be a willingness to embrace ideas like creativity and change as a means towards improving service and meeting customer expectation over strict interpretation of policy and the order it may promote. Critical to this seeming shift in librarian world-view and by extension, library identity, is leadership (Pergander 2008). More specifically, what is required is leadership that drives innovation and creativity in order to mitigate some of the angst and frustration, both for librarians and users, caused by the traditional library goal of ensuring ordered and reliable access to a body of knowledge despite an increasingly disordered and technologically unpredictable information universe.

Libraries are part of a broader information industry and as a result compete with other information providers. That competition exerts profound influence upon the ways in which users expect to access and use information. Additionally, that same level of industry churn which constantly alters the formats and access points for informational content requires libraries to change the ways in which it meets customer needs. Not surprisingly, such ongoing demands for change are typically met with varying degrees of comfort or outright suspicion altogether with numerous reasons and justifications for resistance (Weiner 2003). Conversely, in this same environment, creativity and innovation are considered positive attributes and are regarded as highly desirable traits by library managers. Ones that are critical to library success as evidenced by requirements for new graduates entering the profession. A quick review of online job postings supports this premise as words such as creative, creativity, innovative, innovation, and innovator show up the majority of them (LibGig 2010). The notion of valuing innovation and creativity in individual contributors, especially newly hired ones, in organizations that exhibit an environment of change wariness, most likely stems from the previously suggested library tradition of providing stability and structure to knowledge along with the organizational culture that tradition reflects. Adding an additional layer of complexity to adverseness to change in libraries is the reality of strained budgets and decreased funding that they are currently facing. Cash-strapped libraries with decreased operating budgets with potential layoffs and increased workloads inevitably face a highly negative form of change that, understandably, makes change the object of suspicion or even fear.

While change aversion is an understandable because of negative experiences like budget reductions and resource deficits, librarians might instead focus on more positive representations of change like innovation. Innovation, arguably, is change that has been harnessed and focused in order to provide something new that represents a benefit or set of benefits for a user or customer. But how is library innovation to thrive in an environment that has historically placed permanence and control at such a premium while retaining a suspicion of the change related to current economic realities? After all, how can libraries embrace new and novel ideas when resources are so stretched and industry-wide tools are so prone to churn that is oftentimes based upon things like licensing agreements, economics and corporate profits as opposed to patron benefit? Perhaps the best way to meet this challenge is through visionary leadership, organizationally at first while later expanding to the profession as a whole, that allows libraries to transform themselves into competitive players within the information industry overall that are

most adept at representing and fulfilling user needs. More specifically, leadership that invites followers to engage in creative responses to a strategic vision that promotes increased organizational success, despite existing institutional values or cultures as well as financial limitations.

Leadership, Culture and Values in Libraries

Leadership is separate and distinct from management. Managers are tasked with developing, organizing, and implementing processes and people. Leaders, on the other hand, deal with the complex exchange of emotion, influence, motivation and ideas in order to inspire people to engage in desired behaviors or actions. Leaders are not always managers and managers are not always leaders. Leaders, whatever their position, directly influence an organization's culture and success. They have a profound influence upon the way working groups form, function and operate. Understanding formal and informal leadership structures within a library can offer valuable clues regarding the library's willingness to adapt to changes or exploit those changes in the form of new innovations that produce benefits to users. Employees may follow directives from managers on required activities or processes in order to meet an organizational mission, but leaders shape individuals' thoughts, ideas and emotions which in turn, influence motivation, loyalty, ethics and quality of work, and ultimately, organizational culture (Archer, Walczyk 2006).

Investing time and effort in an attempt to understand a library's culture and the values that drive it, represents a critical step towards establishing effective library leadership that promotes and sustains innovation. Interestingly though, is the notion that organizational culture can be predicted, to a certain extent, by the style of leadership employed (Ditkoff 2008). In fact, leadership style has a considerable impact upon organizational values and in turn, culture (Harrison, Laberge 2002). Also, as previously suggested, organizational cultures and values exert a profound impact upon leaders in terms of the ways they lead. Understanding common leadership tropes and the types of values associated with each while considering their applicability to change and creativity, is a critical step towards uncovering library leadership styles that drive sustainable innovation (Martins, Terblanche 2003).

Current and historical leadership theory considers leadership types or styles from two basic structural rubrics or orientations. Those structural rubrics are either displayed behavior traits or power exchanges between leader and follower (Harvard Business School 2005). Traditional or beginning leadership theory in the early 20th century was based upon cataloging and understanding observable leadership traits. This methodology was useful for describing leaders generally, but offered little in the way of predicting or developing leadership since it premised leadership upon innate qualities related to personality that were not necessarily learned or developed. Traits were later supplemented with behaviors that came closer to describing learned styles or sets of actions such as autocratic, democratic, bureaucratic and laissez-faire.

More recently, leadership theorists have begun to turn their attention to a subtler and nuanced approach to understanding leadership by focusing on the exchange of power of the relationship between leader and follower. More specifically, leadership and organizational behavior scholars have become more interested in looking at the ways in which leaders wield and exchange

power in order to more fully appreciate leadership style in terms of both context and effectiveness. Transactional and transformational leadership models are the results of this mode of thinking about leadership. Listed below is a breakdown and description of the most widely discussed leadership styles from behavioral, trait-based and power-exchange analytical models of leadership. Additionally, an assessment of the cultural and organizational values they tend to promote as well as the level of receptivity to things like creativity and innovation is considered.

Trait Based Leadership Styles: Autocratic, Bureaucratic, Democratic, Laissez-Faire and Charismatic

Autocratic leaders can damage an organization irreparably as they force their 'followers' to execute strategies and services in a very narrow way based upon a subjective, internalized idea of what success looks like (Appelbaum, Bartolomucci, Beaumier, Boulanger 2004). There is no shared vision and little motivation beyond coercion. Important cultural values like commitment, trust, creativity and innovation are typically eliminated by the presence of autocratic leadership. The specific values promoted by autocratic leadership are more about predicting and meeting managerial expectation rather than patron satisfaction and include distrust, fear of risk and low motivation. Autocratic leaders value risk-averse rule followers with little interest in or aptitude for creative problem solving since autocratic leaders are directive and highly explicit in terms of execution and outcomes. In the most simple terms, autocratic leaders issue directives that leaders follow. How does innovation fit in with autocratic leadership models? Autocratic leadership by its nature only permits innovation that is directed or forced. Such coercion to create could possibly work with highly talented and self-motivated people. The overwhelming aura of rigidity reflected in the directive fueled environment created by autocratic leaders is, however, inhospitable to innovation and creativity since these require experimentation, risk taking, idea sharing and free-thinking. All of which are in short supply in the presence of autocratic leadership.

With bureaucratic leaders it's all about policy. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. Policies and rules are promulgated and invoked for virtually any contingency or set of circumstances and have. An organization that is helmed by a bureaucratic leader can be a cold, dispassionate place. There can be very little activity in terms of idea development, people development or creativity since all energies are channeled towards issuance, interpretation and compliance with policy. The end result is an organization that, at best, produces a form of rote administrative competency from its workers (Trevor-Roberts, Ashkanasy, Kennedy 2003).

For example, from a purely output perspective, the stringent adherence to policy might result in the acquisition of an excellent collection of materials that are perfectly ordered and easily found on the shelves but the policies related to the actual use of them may represent significant barriers to users' perception of their value as information sources. Additionally, from a process perspective, the constant need for a stated policy in order for library employees to act or make

decisions about new services would represent a significant barrier towards actually implementing or even envisioning improved ways in which to meet patron needs. Mainly from the constant need to back into such improvements from the existence of current policies, the ultimate arbiter of what will be accepted as new. This constant need to put policy first thwarts or severely damages positive attributes like motivation, commitment and customer satisfaction since it values rules and rule following as opposed to contributions or results. Innovation and creativity have difficulty gaining a toehold in bureaucratic led organizations. The main reason for this is the reality that creativity and innovation are highly incompatible with policies that are based upon predictable actions and outcomes

Democratic leaders oftentimes embrace a collaborative, participative and highly cooperative decision-making environment (Trinidad, Normore 2005). Egalitarian to the core, democratic leaders lead by compromise and consensus. Democratic leadership, also known as participative leadership, promotes some well-regarded values including fairness and equality but does not specifically advocate creativity or innovation since not all ideas are created equal nor are all employees up to the task of evaluating or deciding upon them. Group members can have strong differences of opinion that are not always based upon equal stakes in the decision, information or expertise. As a result, democratic leadership, while potentially fair and collaborative, can undermine creativity and innovation based upon large numbers of unequally vested stakeholders having an equal role in the process. For example, imagine a discussion regarding the decision to acquire a collection of films, perhaps in a language or on a topic that not everyone is equally versed or even receptive to. A democratic decision might appear fair but what if it produces a result that is highly contrary to an underrepresented user population's needs? One that the library seeks to cultivate and increase users from among?

Laissez-faire leaders take a hands-off approach that creates a mutually respectful environment between leader and follower. Since this form of behavior-based leadership is arguably about doing nothing, it is sometimes difficult to determine which leaders actually choose to be laissez-faire as opposed to those who simply fail to lead. Laissez faire leaders trust that followers will do what is needed and create a climate of respect and autonomy that can be extremely gratifying and motivating to highly skilled employees especially those who are creative problem solvers. In its best-case scenario, this form of leadership represents significant benefits in terms of engendering creativity since it creates a work environment characterized by freedom and flexibility. There are, however, serious problems with laissez-faire leadership. Most notably this approach to leadership keeps followers at arm's length. Such distance offers little opportunity for feedback and praise, critical aspects of developing talent and sustaining creativity. In fact, the inherent absence of clarity implied by an environment with laissez-faire leaders can have negative implications related to the stressed created by highly ambiguous work environments that lack clear focus or direction (Skogstad, Einarsen, Torsheim, Schanke & Hetland 2007)

Charismatic leaders have a vision as well as the personality that inspires followers to execute that vision. As a result, this has traditionally been one of the most highly vaunted leadership types. Charismatic leadership provides fertile ground for creativity as well as innovation and is highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best-case scenario. There is however, one significant problem

that potentially undercuts the value of charismatic leadership: They can leave. Once gone, an organization can appear rudderless and without direction. Organizations that suffer the loss of a charismatic leader can flounder years after their departure since charismatic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, charismatic leadership usually eliminates other competing, strong personalities creating a legion of happy followers but no viable replacements once the charismatic leader moves on, the classic demise of the so-called cult of personality type of leadership charismatic leadership seems to envision. With that said, charismatic leadership promotes and cultivates a wide variety of organizational values that are friendly to creative and innovative work environments. Typical values established by charismatic leaders in a library setting include commitment, valuing people, the importance of patrons and service as well as a keen vision centered on organizational excellence and pride of work environment. Depending upon the individual leader, this leadership trope can represent an enormous ability to drive service innovations since the values promoted by it are so intricately tied to patron or customer satisfaction. Charismatic leaders inspire employees to take risks, uncover rewards and explore new and exciting ways to make their organization better for their customers. The real downfall to charismatic leadership is its dependence and singular focus upon a cult of personality that excludes successors or replacements. Since innovation is driven by the leader's support of their people and the ability to motivate them, the vulnerability to the organization is clear: Innovation and the values that support it as well as the leadership that advocates it are tied to one person and one person alone.

Relational and Power Exchange-based Leadership Styles: Transactional and Transformational

While contemplating leadership based upon traits is a valuable first step in understanding leaders and what makes them successful, it is limited due to its inattention towards the true focus of leadership, influence upon followers. Later theorists attempted to contextualize leadership in terms of purpose, contingencies and outcomes. This leads to envisioning a more holistic view of leadership dependent upon environmental influences and the actors involved known as situational leadership. Successful situational leaders depend upon contexts, situations or contingencies in order to tailor their leadership with an eye towards achieving the best organizational results possible (Silverthorne, Wang 2010). Situational leadership, while theoretically interesting, provides a limited view of leadership as a replicable event since it fails to consider the relationship between leader and follower as the crux or essence of leadership. As a result, later theorists analyzed leadership as an exchange of power or influence that could be clearly understood as a leader-follower equation of sorts. As a result, leadership scholars began to consider the transactional or transformational forms of leadership.

The wheeler-dealers of leadership styles, transactional leaders are always willing to give something in return for following them. It can be any number of things including resources, help on a project, a good performance review, a raise, a promotion, new responsibilities, or a desired change in duties. The problem with transactional leaders is sustainability in the face of increased expectations. If the only motivation to follow is some form of reward, what happens

when the well runs dry or repeated rewards engender higher expectations from followers? How can a transactional leader close the deals required to gain commitment from followers during lean times when resources are stretched thin and there is nothing left with which to bargain? Despite this inherent flaw, transactional leaders can be quite effective in many circumstances and oftentimes excel in turn-around situations by transacting with their co-workers or direct reports in order to efficiently create highly motivated team members. They are adept at making deals that spur workers on towards excellence and commitment, which can prove beneficial to an organization. In fact, transactional leadership can play an enormously beneficial role in supporting creativity and innovation since it empowers employees in a way that is similar to transformational leadership (Pieterse, van Knippenberg, Schippers & Stam 2010). The primary issue with transactional leaders is simply one of sustainability.

Library leaders that consistently engage in a quid pro quo power exchange or transactional leadership in order to get people on board with new ideas, services or processes are clearly saying the ends justify the means. There could be unintended consequences related to library values and culture since transactional leadership often suggests that individuals come first and the organization second. In other words, while transactional leaders inculcate a culture of excellence and high performance, that performance comes with very direct costs and a 'me-first' attitude that can damage team environments. With that said, transactional leadership can be a strong promoter of creativity and innovation and can be particularly useful when deployed in turn-around environments since transaction driven leadership tends to motivate people quickly and significantly.

Transformational leaders seek to change and develop those they lead in order to achieve optimal performance from an individual that is specific to that individual's talents and interests. In doing so, they can represent sustainable, self-replicating leadership. As a result, it is the most valued form of leadership since followers "exert a lot of extra effort on behalf of managers who are transformational leaders" (Bass 1990). Not content to simply use force of personality (charismatic) or bargaining (transactional) to persuade followers, transformational leaders use knowledge, expertise and vision to change those around them in a way that makes them followers with deeply embedded buy-in that remains even when the leader that created it is no longer on the scene. Transformational leaders represent the most valuable form of leadership since followers are given the chance to change, transform and in the process, develop themselves as contributors (Strang 2005). They are most beneficial to organizations since they develop the people that comprise them. Such leadership is also strongly desired since it has no artificial constraints in terms of buy-in and instead is focused on getting followers on board based upon their own evolving thought process and changing responses to strategic challenges. It is particularly suited for fast-paced, change-laden environments that demand creative problem solving and customer commitment (Yuann-Jun, Nai-Wen & Aichia 2010).

In many ways the ideal, transformational leaders shape organizational and library culture by their engagement with people along with their desire to performance. Leading transformationally requires active involvement in managing talent and ensuring that individual passions, interests and areas of expertise are deployed in order to solve problems, improve processes and develop new ways of meeting patron demand. Transformational leadership in a library environment can

be challenging and labor intensive due to the need to constantly connect the dots between individual or group strengths and organizational needs and challenges. Additionally, since transformational leaders are highly comfortable delegating and empowering librarians to transform themselves in the pursuit of objectives or outcomes there is a heightened sense of accountability in libraries led by transformational leaders.

Creativity and innovation typically thrive under a transformational leader since employees are given the autonomy and freedom to try new things, take risks and seek out new and different solutions to problems that they are oftentimes passionate about and driven to solve.

Innovation, Change and Library Values

In order to understand exactly how leadership can transform libraries, it makes sense to first examine the concepts of innovation and creativity as values that libraries must adopt if they wish to remain a relevant portion of the information industry as well as the competitive benefits that follow from such purposeful change. Next, the literature will be consulted in order to explore current leadership theory and its diverse forms or styles with an eye towards identifying the strengths and weaknesses that specific leadership tropes, when applied to libraries, represent when considering their impact upon, and orientation towards, innovation. Finally, a brief overview of the benefits of library transformational leadership that drives and sustains innovation and creativity, along with the competencies required to engage in such leadership, will be considered.

As previously suggested, despite traditional images of libraries and librarians, they are part of a highly competitive, change-laden industry. The information industry provides valuable intelligence that fuels an increasingly knowledge-driven economy. Libraries take many forms and iterations, from public to special to academic, but their core competency of providing information in order to entertain, facilitate intellectual growth or promote effective decision-making makes them part of a very crowded marketplace that provides potential users or customers with multiple options. The changes brought on by technology, as various segments within the industry strive to gain a competitive edge, mean that libraries, in order to remain a part of the broader industry, must continually expect to change, adapt and reinvent themselves. Libraries, whether public, corporate or academic are expected to meet users' needs, whether taxpayers, co-workers or members of a scholarly community, in order to retain or increase value in the eyes of these stakeholders. It might, therefore, be useful to consider change and adaptation as a patron-centric exercise, and articulated in a way that focuses on retaining or perhaps improving library competitiveness among other competing information industry options. When considered this way, the question of how to grapple with change in an economically challenged environment looks more like this: Which new developments are critical and better able to support the goal of providing reliable access to a rapidly growing body of knowledge while at the same time are relevant and useful to an ever-changing user group and its expectation?

By redirecting the conversation away from change and libraries generally and instead towards institutional goals as they align with user expectations specifically, libraries and librarians might

perhaps put themselves in a better position to straddle that cutting edge between the structure and precision required to maintain a workable knowledge warehouse and the need to constantly reinvent the way that storehouse of information is actually maintained and used. Central to this outcome is the ability to embrace user-centric values and ideals as opposed to internal, library ones. After all what is a library without patrons who benefit from its existence? In other words, there needs to be a broader and deeper acceptance of the notion that change is unavoidable in a competitive environment in order to remain successful and relevant to users. Incorporating innovation and creativity as cultural values that drive organizational strategy is key. Such a development will allow libraries to steer away from the frustration implicit to the notion of change for change's sake in favor of a more productive process of adopting new ideas and novel approaches to service that generates increased relevance and value to users, otherwise known as innovation (Miles 2007).

In order to successfully make this leap from change reluctance to incubators of creativity and innovation, libraries need to instill a sense of change-normalcy as an organizational precept that allows for strategic and value driven change benefiting users, either directly or indirectly. The concept of innovation and the practice of innovating needs more than lip service in order to rise to the level of value; instead it must become part of stated goals, missions, and a critical portion of librarian deliverables. Such a change in values can be achieved by embedding idealized behaviors within all facets of operations and by holding individual contributors as well as leaders accountable for embracing them (Elliot 2004). Implicit to this notion is the idea that an evaluation or incentive system exists to promote that accountability. One specific example is in the area of performance evaluations. More specifically, there needs to be an organizational process for evaluating and rewarding innovation in libraries.

It simply is not enough to post job description with the requirement that new librarians take creative, innovative approaches to service delivery and stop there. Instead, evaluation of innovation effort needs to find its way, structurally, into the working and operations of the library. Beyond job descriptions, librarians should be evaluated upon and recognized for contributions that represent innovative thought and value driven change. Even when success is not realized, risk and risk taking should be praised and encouraged during meetings, and reviewed in an effort to learn from the effort, performance review and made part of the culture of the library so that innovation can take root and eventually thrive. Values become representations of required organization wide behaviors that are further reinforced through leadership (Graber, Kilpatrick 2008). In fact, leadership has a profound effect upon both organizational culture and values, which in turn impact employee commitment (Li 2004).

Transformational Leadership and Sustainable Innovation

Not surprisingly, of all the leadership styles, transformational leadership, by definition, provides the strongest support for change, creativity and sustainable innovation (Sarros, Cooper & Santora 2008). Transformational leaders provide a solid foundation for innovation in their inherent optimism as well as deeply rooted belief that anything can be fixed or optimized through strategic transformation and change. Change, as a result, is second nature.

Transformational leaders create cultures of change and adaptation that value people along with the development of their individual strengths while uncovering their potential for contributions that improve customer experiences. Interestingly, transformational leaders are not always managers or those in charge. Leaders who transform are typically considered change agents and may or may not have managerial authority. In other words, they are not always managers themselves. Understanding transformational leadership and its potential value to libraries, especially with regard to the central problems of reconciling information access and control with customer service, is crucial to recognizing the value of transformational leadership and its pivotal role in fostering creativity and innovation.

Libraries, like all organizations, stand to benefit from transformational leadership since it represents self-sustaining change along with the propensity to encourage the creative thinking that improves library experiences for patrons. To better appreciate how such benefits play out in practice, it might be worthwhile to take some time to analyze exactly how transformational leaders operate and ultimately influence those around them when it comes to innovation and creative problem solving. Specifically, transformational library leaders drive and sustain environments that produce valuable change by doing the following:

- Evaluate innovation efforts
- Identify 'creatives'
- Develop an innovative climate
- Assess tolerance for change
- Understand patron wants/needs

Transformational library leaders evaluate and consider the innovation efforts already taking place around them while at the same time identifying processes, services and people that require transformation in order to be optimized. Evaluating innovation efforts is not mere assessment. Instead it involves the alignment of creativity and innovation efforts with a defined strategic plan that is a roadmap to an optimized vision of library services and processes. A critical element of evaluating innovation efforts is to understand and appreciate success as well as failure. Taking time to celebrate both is "leading by example" at its best and sends a strong message that promotes risk taking and demonstrates the benefits of risk overall. Additionally, it is worth noting that transformational leaders value people and patrons above policies and rules are always willing to rethink, re-imagine or work to eliminate them all together if unintended results are realized. The latter is critical to evaluating innovation efforts since rules and policies are oftentimes the most significant barriers to new innovation as well as implementation of creative ideas (Amabile, Khairi 2008). The goal is to achieve a balance between the benefits of a policy or rule and its negative impact while recognizing the need to adjust when compliance would produce illogical or undesirable outcomes.

Second, transformational leaders identify their most valuable asset in terms of creativity and innovation: to be "creatives." "Creatives" are employees who question established practices to come up with new ideas and develop exciting new programs that benefit patrons while almost

always thinking in the big picture to the detriment of details. Every library has a few of them. The key is ensuring that they are neither stifled nor discouraged while at the same time ensuring their ideas, activities and efforts are channeled towards strategically desired results. Leaders who are managers can unwittingly lessen the value of these employees and their contributions by assuming that all employees are motivated by the same incentives, have the same values and work ethic, etc. (Pitta, Wood & Franzak 2008). The best strategy for dealing with creative employees is to think less about managing them and more about aggregating their activities so that they coalesce into useful contributions (Kingston 2009). Specifically, this means providing guidance and support through a project or process rather than hands-on management that requires them to follow a set of directions or directives in order to arrive at an expected outcome. A less structured form of guidance that focuses on deliverables or results and outcomes, as opposed to a process, permits creatives a chance to chart their own course in a way that produces results for the organization based upon their unique and new ways of solving problems.

Whether it's electronic delivery of reference services or improvement to an online catalog, this group of employees is best served, as is the library, when contributing in areas that play to their strengths and passions. Absolutely critical to success when dealing with this group of employees is the need to focus on people, outcomes and contributions as opposed to processes and policies. While the above may sound easy, the enormity of the challenge required to successfully manage employees with such attributes while making good use of their contributions requires a highly skilled manager. Many unintentionally quash or suppress innovation and creativity by trying to manage it. The best way to avoid this type of outcome is to realize that creative problem solvers are oftentimes big-picture thinkers who need to be guided and led more than directed or told. Choosing the latter will, in effect, suppress their value.

Thirdly, transformational leaders in libraries develop an innovation climate by constantly demonstrating their willingness of and acceptance to change while encouraging that same willingness to embrace change in those around them. This idea of celebrating change by modeling the behavior they wish to see can be done in a very public way during staff meetings and individual contributor discussions. As suggested earlier, transformational leaders accept change as part of the landscape of work and life in general. Transformational leaders have exceptionally high levels of change acceptance and tolerance. To them, change is nothing special. It simply is. It can represent challenges and appear difficult at times but ultimately change is an inherent part of service delivery and collection development in libraries and that nothing worthwhile, relevant or useful stays the same. By the same token, library leaders recognize that not everyone has this same level of change tolerance and indeed many of the individuals around them could be more accurately described as change resistant or adverse to change altogether. According to von Dran, "libraries, as other organizations, have built in forces that resist change" (2005). These forces can be endemic to the entire library or based upon an individual employee's circumstances, job function or career stage. By constantly assessing tolerance to change and modulating their efforts when those tolerances have been reached or breached, a library transformational leader prevents change from becoming a larger distraction, frustration or de-motivator to those who don't necessarily thrive in creative or innovation driven environments. Also, by assessing change tolerances and when those tolerances might be

breached, a transformational leader is in a position to lead individuals through their fears relating to the change by making efforts to address their concerns. Ultimately, however, the key activity here is to normalize change while recognizing that some have shorter timeframes to change acceptance than others.

Finally, library leaders who wish to transform their organizations from within, while at the same time cultivating a sustainable culture of innovation, understand what patrons want and need while understanding the difference between those two things. For example, patrons may want 24/7 access to a librarian in order to deal with reference questions via social media websites but do they actually need that level of access? A full examination of that “want” may indicate that access is only truly “needed” for 14 hours of the day 6 days a week. By constantly assessing library patrons needs compared to wants, and with a keen eye towards connecting needs with innovation and creativity, library transformational leaders are more apt to develop changes that take hold with patrons and that make sense while fitting in with the way they actually use the library. Without this critical step, innovation and creativity are missing a vital element of utility, appropriateness and usefulness and run the risk of simply representing change for change’s sake as opposed to innovation that produces value and benefits to patrons.

Conclusion

Library leaders that seek to transform the people and processes that surround them in an effort to improve patron experiences support innovation and creativity. By thinking differently, leading by example that change is normal and beneficial, identifying the talent that innovates while supporting and valuing them over policy or rules, a library is poised to move confidently along that line between the mission of providing reliable access to information while embracing the new technologies and processes that can make that useful to and reflective of constantly changing patron expectations. The opposite, which is somewhat reflective of the cognitive dissonance currently prevalent in library leadership, is blind devotion to the past and convention as represented by preferences for organizational strictures implicit to preferences for policy and rules over things like results or outcomes. The choice to prefer a policy and rule driven organization may appear to represent a predictable and orderly vision of information access and use. Given the external realities of an ever increasingly unordered and unpredictable information landscape it inevitably has the unintended effect of appearing out of touch and irrelevant. Leaders who transform their organizations in order to embrace the demands thrust upon them by an increasingly fractured and unordered information landscape are in the best position to create institutions that appear authoritative, desirable and relevant to information users.

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