# Leadership and Learning: Helping Libraries and Librarians Reach their Potential

by
**Prof. Thelma S. Kim**
Presented during the Conference on
Library Management in the 21st Century
Ateneo de Manila University
March 29-30, 2004

## Introduction

Now is the time to better understand leadership, take it seriously, as part of our daily working lives and become more conscious of the potential for a leadership crisis. It must be remembered that, as a person cannot function without a brain, the library world cannot function without leaders.

## Definition

Leadership is the process by which a person or a group tries to influence the tasks or behaviors of others towards a final and required outcome. It is a social influence process within organizations that motivates others to do something that is required to achieve corporate objectives.

Leaders are the ones who command the trust and loyalty of followers – the great persons who capture the imagination and admiration of those with whom they deal.

## Distinctions Between Managers and Leaders

- The *manager* administers; the *leader* motivates.
- The *manager* is a copy; the *leader* is original.
- The *manager* focuses in systems and structure; the *leader* focuses on people.
- The *manager* relies on control; the *leader* inspires trust.
- The *manager* has a short-range view; the *leader* has a long-range perspective
- The *manager* asks how and when; the *leader* asks what and why.
- The *manager* initiates; the *leader* originates.
- The *manager* accepts the status quo; the *leader* challenges.
- The *manager* does things right; the *leader* does the right thing.

## Approaches to the Study of Leadership

A. Trait Approach – assumes that certain physical, social, personality, and personal traits are inherent within leaders.

B. Behavioral Approach – Distinguishes effective leaders from ineffective ones by their behaviors.  As such, leaders may be classified as bureaucrats, democrats, visionaries, and politicians.

## Expected Qualities of Effective Leaders

- Vision
- Dreams
- Creativity
- Innovation and Entrepreneurship
- Planning
- Courage
- Getting the Truth
- Trust
- Values
- Passion for One's Work
- Caring for Colleagues
- Communicating
- Transforming
- Inspirational Motivation

## Opportunities for Leadership Development

- Developing library leaders should begin with the local library; the head librarian must create a work environment that recognizes potential leaders and provides the resources for their leadership development.

- Current library leaders must continue to renew or reinvent themselves.

## Conclusion

"Learning to lead is an ongoing process.  In tomorrow's organization, there will be no non-leaders.  To label a person or even think of him as such will be to limit unnecessarily his ability to contribute."