

The impact of leadership on library quality:



Outcomes of a benchmarking project between ATN libraries

Leanne Levinge, Queensland University of Technology Library

Karen Tang, Curtin University of Technology Library



Objectives

- LATN Quality Assurance (QA) Benchmarking Project
- Outcomes of the Project
- Leadership theories in brief
- Impact of leadership on QA within ATN libraries

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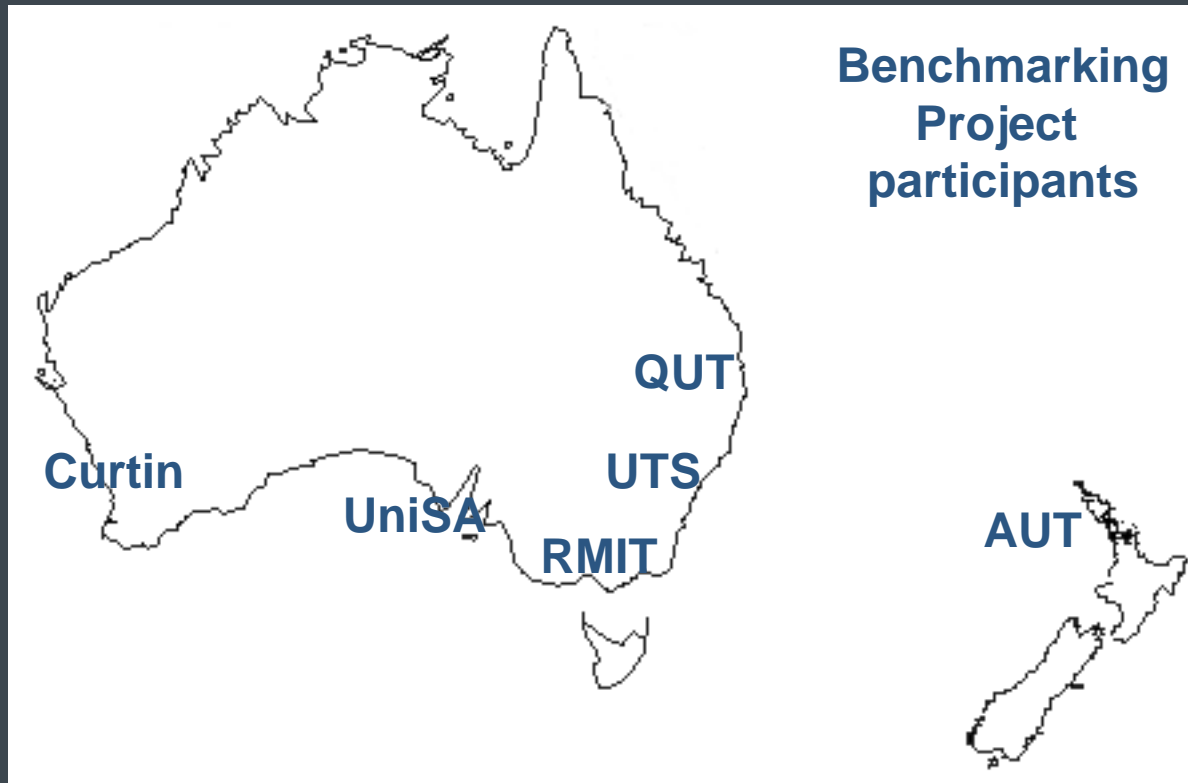
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LATN Quality Assurance Benchmarking Project



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LATN Quality Assurance Benchmarking Project



Objectives

- review **current practice** in quality assurance across ATN libraries;
- identify **best practice** and exemplars within ATN libraries;
- identify **gaps** and possible areas for improvement; and
- **collaborate and share** information

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Quality Assurance (QA)

For this project, QA included :

- quality **frameworks** and responsibility for QA;
- **planning** – strategic and operational;
- **performance** monitoring and measurement;
- client **evaluation** and assessment mechanisms; and
- the **culture** of quality within the library.

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Best Practice



The pursuit of world class performance. It is the way in which the most successful organisations manage and organise their operations. It is a moving target.

Wilson, Pitman, and Trahn's
Guidelines for the Application of Best Practice in Australian University Libraries

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The logo for Curtin University of Technology, featuring the word 'Curtin' in a large serif font, a stylized sunburst icon, and the words 'University of Technology' below.The logo for the Australian Technology Network of Universities, featuring a cluster of colored squares and the text 'AUSTRALIAN TECHNOLOGY NETWORK OF UNIVERSITIES'.The logo for click06, featuring a stylized orange 'c' icon and the text 'click06'.



Methodology

- literature review
- questionnaires
- site visits / interviews
- websites / documentation

Two reports

- descriptive
- evaluative

http://www.library.qut.edu.au/pubspolicies/LATN_QA_Benchmarking.jsp

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Best Practice Exemplars : Planning

- A long-term plan genuinely aligned with university goals
- A special planning event involving staff as well as managers
- Client and external stakeholder input
- Proposed initiatives scoped and resource implications identified
- Effective communication of plans to library staff eg wallchart

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Best Practice Exemplars : Performance

- A performance framework identifying the various evaluation activities to be undertaken, when, why and by whom
- Dedicated performance monitoring meetings
- Effective communication of performance results to library staff eg “scorecard” charts, whiteboard
- A pre-determined timeline for reporting survey results to clients

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Leadership observations

Variety of sources of leadership within libraries:

- university librarian/directors
- quality officers
- management team
- other individual library staff
- university's central administration area
- other academic libraries

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Leadership & quality

- Traditional theories:
 - emphasis on individuals in management
 - Individual's traits and behaviours

top-down
- 'Distributed' or 'participative' leadership theories:
 - employees 'share the power'
 - delegated vs non-directive empowerment
 - group/team and individual leadership

top-down, bottom-up & horizontal
- Stakeholder theory:
 - leadership shared with key external stakeholders or collaborative partners
 - emphasis on activity not personification

multi-directional

So what is 'leadership'?



Kouzes and Posner's (1995) exemplary leadership practices:

Challenging the process

Enabling others to act

Encouraging the heart

Inspiring a shared vision

Modelling the way

Puffer and McCarthy's (1996) leadership activities and behaviours:

Giving & seeking information

Building & maintaining relationships

Decision-making

Networking

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Leadership for LATN Best Practice (1)

LATN BEST PRACTICE

Performance framework

Better alignment of uni plans

Planning wallchart, scoping templates, scorecards

Participative planning event

LEADERSHIP

Top-down leadership by UL

Bottom-up leadership by UL

Delegated leadership by quality officer

Non-directive leadership by empowered library staff

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Leadership for LATN Best Practice (2)



LATN BEST PRACTICE

Team performance whiteboard

Timeframe for survey feedback

Advisory committee input to planning

Identification and sharing of LATN best practices

LEADERSHIP

Group leadership by functional team

Individual leadership by non-management staff member

Stakeholder leadership from within institution

Stakeholder leadership from beyond institution

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Conclusions

- Leadership can impact positively on library quality
- Leadership – not just in a ↓ direction, can be ↑ or →
- ANY library staff member can lead

So.....

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...to improve quality in your library

- actively seek to influence decisions and behaviours
- lead in top-down, upwards and horizontal directions
- act within *and* outside your organisation

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Thank you

Questions?

Comments?

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