



Peter Hernon,  
EDITOR

# SHAPING THE FUTURE

Advancing  
the Understanding  
of Leadership



# CONTENTS

Illustrations	ix
Foreword	xi
Preface	xiii
Acknowledgments	xv

## 1

### **Leadership and a Research Perspective**

1	Managerial Leadership in Academic and Public Libraries: An Introduction	3
	<i>Peter Hernon</i>	
	Image of a Leader	4
	Situational Context	5
	Leadership Questions	5
	One View of Leadership: MLIP in the Information Professions	6
	Leadership Qualities	6
	Issues Requiring Effective Leaders	7
	Succession Planning	10
	Member Libraries: Association of Research Libraries	11
	Readings	15
	Concluding Thoughts	15
	Notes	16
	Appendix: A Selective Reading List	18
2	Leadership Theories That Lead to Effective Practice	25
	<i>Maureen Sullivan</i>	
	Some Theorists and Theories Relevant to Managerial Leadership	26
	Concluding Thoughts	31
	Notes	32

3	The Perspectives of Some Academic Library Leaders	35
	<i>Peter Hernon</i>	
	Problem Statement	36
	Literature Review	36
	Procedures	37
	Findings	37
	Discussion	48
	Concluding Thoughts	50
	Notes	53
	Survey Instrument	54
4	Leadership in Public Libraries	57
	<i>Peter Hernon</i>	
	Problem Statement	58
	Literature Review	58
	Procedures	59
	Findings	59
	Discussion	64
	Concluding Thoughts	68
	Notes	68
5	Research Skills for Managerial Leadership	71
	<i>Danuta A. Nitecki</i>	
	Awareness of the Need for Research on Managerial Leadership	71
	Study Design	73
	Discussion	80
	Developing Applied Research Skills	81
	Concluding Thoughts	84
	Notes	84
6	A Research Agenda	85
	<i>Peter Hernon</i>	
	Leadership	86
	Context	86
	Research Designs	87
	Data-Gathering Techniques	87
	Research Agenda	93
	Concluding Thoughts	97
	Notes	97

## 2

**The MLIP Program**

7	Revisiting Managerial Leadership as an Area of Doctoral Study	103
	<i>Peter Hernon</i>	
	The Program	104
	The Faculty	106
	Student Body	106
	Curriculum	107

Outcomes and Their Assessment	108
Concluding Thoughts	112
Notes	113
 8 Case Studies Method: An Overview	 115
<i>Maureen Sullivan</i>	
Guidelines for Writing a Case Study	116
Possible Structure for a Case Study	116
Use of Case Studies	117
Concluding Thoughts	117
Notes	117
AJ's Problem Solving Model—The Steps to be Followed	118
 9 Student Case Studies	 135
Whose Restroom Is It, Anyway?	135
<i>Patricia A. Kreitz</i>	
There Is No Integration Without Good Communication	137
<i>Anne Marie Casey</i>	
Solutions Chasing Problems: A Cautionary Tale	142
<i>Kathleen De Long</i>	
Redefining University Presidential Legacy Leads to a National Electronic Database	146
<i>Jon E. Cawthorne</i>	
Just When You Need Them the Most	148
<i>Adriene Lim</i>	
Information Policy	151
Cyberspace Privacy	151
<i>Patricia A. Kreitz</i>	
Notes	153
 10 Scenario Planning	 155
<i>Joan Giesecke</i>	
Brief History of Scenario Planning	156
Scenario Planning Process	156
A More Detailed Outline of the Process	157
A Mini-Scenario Planning Process	158
Writing the Scenarios	158
Reviewing the Plots	159
Scenario Planning for Students	159
Concluding Thoughts	160
Notes	160
 11 Student Scenario Plans	 163
Scenario One: The Students' Educational and Training (SET) Initiative—An Analysis of Scenario Planning for the Las Vegas–Clark County Library District	163
<i>Felton Thomas Jr.</i>	

Scenario Two: Facing the Crossroad—Redefining the Work of Librarians in the Twenty-First Century	169
<i>Jon E. Cawthorne</i>	
Scenario Three: Where Have All the People Gone?	175
<i>Anne Marie Casey</i>	
Scenario Four: A Futuristic View of a Health Sciences Library	182
<i>Mary Piorun</i>	
Scenario Five: Four Futures for Children's Programming, Anytown Public Library	187
Notes	199

## 3

**Conclusion**

12 Research on Leadership—Adding to Knowledge	203
<i>Peter Hernon</i>	
Some Current Trends	203
Change	205
Leadership	205
Concluding Thoughts	208
Notes	212
Bibliography	215
Index	225
About the Editor and Contributors	243