Leadership in the Post-Hierarchical Library

RICHARD T. SWEENEY

ABSTRACT
THE POST-HIERARCHICAL LIBRARY IS A flattened organization, unlimited by the traditional hierarchy, antibureaucratic, with empowered cross-functional teams, fewer people, constant learning, and redefined and re-engineered work processes focused on customer service. The purpose of the post-hierarchical library is to increase user satisfaction with reduced resources and more staff empowerment. It is being propelled by rising user service demands, increasing costs, new technologies, and internal and commercial competition. The post-hierarchical library leader is a planner, coordinator, motivator, negotiator, innovator, communicator, listener, recruiter, risk taker, problem solver, and evaluator. The leader's responsibilities include adopting and exemplifying a user satisfaction mind set, defining and articulating the mission and strategic plan, creating a supporting technology and knowledge-sharing infrastructure, and fostering relationships and teams. The significant impediments to the development of the post-hierarchical library are the inertia of the parent institution, the leader, the staff, and the motivation for change.

INTRODUCTION
Times of rapid change call for real leaders who possess, communicate, and implement a vision for radically transformed and improved organizations. This article is about such radically redesigned library organizations and the characteristics of the library leaders who will create them.

This article will answer five questions: (1) What is the post-hierarchical library and how will it develop? (2) Why should the traditional library be reengineered? (3) What are the characteristics and roles of the post-hierarchical library leader? (4) What are the critical library leadership strategies? (5) What are the impediments to recruiting a library leader and implementing the post-hierarchical library?

The first part of this article explores the vision and nature of reengineering the traditional library and the reasons why this radical redesign is underway. The post-hierarchical library is a radically redesigned and reengineered concept of a library with an entirely new organizational structure and redesigned work processes. The term *post-hierarchical library* has been created by this author since there is no other suitable term. Terms such as the electronic library, the virtual library, and the smart library do not convey the same meaning. Primarily, the post-hierarchical library will change the nature of library service, library work, and library leadership, and second, the post-hierarchical library, like the electronic library, the virtual library, and the smart library, will involve the use of new information technologies, the emerging national information infrastructure (NII), and the electronic highway (National Research Education Network).

The latter part of this article explores the leader and the leadership skills necessary to transform this new vision into reality. What are the post-hierarchical library leader's desirable traits, skills, roles, ideas, inventions, motivations, and limitations? Such leaders must make quantum leaps in the quality, type, and amount of library services. These library leaders understand and communicate the vision of the library of the future and implement it within radically reengineered organizations.

Is it possible to reengineer vast improvements in the effectiveness and productivity of libraries? How is this possible? Is it possible to implement a reengineered library with a more humane organizational structure? Who will be able to do this? Why is it difficult but not impossible for library leaders to successfully create the post-hierarchical library? How can boards of trustees, university administrators, school principals, and others identify and recruit a new breed of library leaders to accomplish such new organizations? The library community has not yet answered these questions. This article is a first step to posing the questions and, in some cases, suggesting possible solutions.

THE POST-HIERARCHICAL LIBRARY

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements

in critical, contemporary measures of performance, such as cost,
quality, service, and speed. (Hammer & Champy, 1993, p. 32)

The post-hierarchical library may be thought of as the
"antibureaucratic library." It is an organization which is much more
focused on patron or user service and much less bound by inflexible
rules and the paperwork tradition. Unlike bureaucracy, the post-
hierarchical library may often change its organizational structure
fundamentally and rapidly in order to offer new and better services
to meet rapidly changing user needs. The staff of this type of library
is characterized by its flexibility, willingness and ability to learn and
adapt. The post-hierarchical library is characterized by a unique
mission, self-organizing systems, and major changes in work processes
but not by fixed bureaucratic systems. This library, most of all, is
more focused on the satisfaction of user information needs.

The post-hierarchical library is not just a change in the traditional
library but rather a radically changed concept of a library—i.e., a
reengineered library. Many, if not most, librarians, administrators,
parent institution administrators, and even users are frightened by
the very notion of reengineering—i.e., radical redesign. Reen-
gineering is threatening to some, does pose additional risks, and calls
for huge initial expenditures of energy, time, and resources.

This library is likely to be a flattened organization with
empowered cross-functional teams, fewer people, constant learning,
reduced operating resources, new knowledge and information
infrastructures, and reinvented and reengineered work processes
focused on customized service. This post-hierarchical library is
designed to satisfy user knowledge and information needs rather than
provide a collection of documents in a building. It effectively uses
many new information technologies, but its most unique charac-
teristics are the new patterns and structures in which people work.

The post-hierarchical library may or may not have physical
collections of books and other materials, or even a building designed
for client use. It may or may not, but probably will, include establishing
empowered teams, implementing total quality management, and/or
downsizing efficiently. Each of those activities, while very worthwhile,
are not radical nor fundamental enough in themselves to be called
reengineered or reinvented. Simply, the mission of the library must
be reconsidered and rethought while focused upon the changing
information needs of users. Each library organizational structure must
be uniquely redesigned to meet its new mission.

The concept that a hierarchy is the only way to structure an
organization is so ingrained in our culture that many of us cannot
imagine any other structure. In this article, post-hierarchical does

not mean nonhierarchical. Rather, it means "beyond the hierarchical mind set." In other words, hierarchy is not always the best organizational structure for any process or organization.

Each post-hierarchical library must have a structure or structures that best meets its unique mission and evolving services. It is a library which does not have a single permanent type of organizational structure. The organizational structure must be adaptive—i.e., the structure must adapt quickly to changing goals, needs, and conditions. For example, a single library may keep one traditional department focused on a certain service process, a confederation of teams on a second process, and have a vendor-library alliance working on a third process. Each substructure may be different based upon the skills required, the scale of the investments, the clear advantages they produce in the results, and a host of other critical factors. The organizational structure itself must be flexible.

Hierarchy remains one organizational structure possibility. Most organizations trying to restructure will start from a hierarchy. Many of those organizations will retain some features of the hierarchy in the early stages of transformation. Features such as budgets, salaries, titles, job descriptions, department structure, faculty tenure status and evaluations, are not likely to change simultaneously or easily. Yet every feature of the organization must be examined carefully, vigorously, and microscopically to determine its effect upon each and every process. User satisfaction is sacred—not the organizational structure.

A successful reengineering transformation plan will identify, at the outset, every possible inhibitor and motivator within the organizational structure. A motivator is an event or action which causes the process performance to greatly improve while an inhibitor is an event or action which causes the process performance to remain the same or to deteriorate. The plan must remove each inhibitor and establish new motivators. Some motivators within the traditional structure, such as job title and salary range, might become inhibitors within the post-hierarchical library. For example, members of a small team might be rewarded for the success of the team or the success of a service process rather than for the personal success of an individual.

The timing and speed of the organizational changes will have a crucial determining effect upon the effectiveness of the new organization. Reengineered organizations require extraordinary amounts of analysis and planning. The timing of the implementation is likely to be as important as the changes themselves. The timing must account for changes which must happen simultaneously or in sequence. In any case, protracted major reengineering shifts are less

likely to be successful than quick well-planned and executed transformations.

There are many possible alternative organizational structures, including unique local variations, such as empowered teams, confederation of teams, free "intraprise," strategic partnerships and alliances, member cooperatives, vendor partnerships, vendor outsourcing, privatization, and more. Each alternative organizational structure has its own strengths and weaknesses. Empowered teams are groups of employees and/or customers and vendors with both budgetary and personnel authority to accomplish a well-defined set of tasks. Some organizations are designed as large partnerships resembling a large law firm. Other organizations have wholly owned, but independently organized, subsidiaries set up to accomplish specific objectives. This article will not review each type of organizational structure since the literature is replete with good examples. It is, however, important to realize that there are many alternatives and variations.

The End of Bureaucracy and the Rise of the Intelligent Organization (Pinchot & Pinchot, 1993) is just one example of a recent book attempting to provide a blueprint for replacing bureaucracy with more humane and effective organizational structures. There are many books, articles, and speeches on the revolution of organizational structures within industry and government. *Reinventing Government* (Osborne & Gabler, 1992), *Reengineering the Corporation* (Hammer & Champy, 1993), and *Liberation Management* (Peters, 1992) are just a few examples stressing the need for a major change in organizational structures. Each of these books cites successful instances already occurring within corporate and government organizational structures but not a single library. Unfortunately, there is no real library transformation success story.

A few library administrators have begun to experiment with new technologies, techniques, and organizational structures to move toward the post-hierarchical library. Clemson University Libraries, for example, have reorganized into teams. Some libraries have even questioned how they might be able to completely reinvent their library organizations. Most have not yet dared to try. "Reengineering isn't about fixing anything. It is about starting all over from scratch" (Hammer & Champy, 1993, p. 94).

Post-hierarchical library leaders must start planning as though they were starting with the mission of the library. Nothing is taken for granted or considered sacred except satisfying users' needs which determines the mission which in turn drives the work processes. The work processes then drive the changes in the organizational structure.

The traditional library organizational structure, on the contrary, often determines both the mission and the work processes.

Reengineering a library requires major changes in library work processes. Most libraries are hierarchy and department oriented, not process oriented. Libraries are structured with many departments such as cataloging, circulation, and reference. The notion of work processes is not typically taught in library and information science schools, nor is it prevalent in practice. Hammer and Champy (1993) define a process as: "a collection of activities that takes one or more kinds of input and creates an output that is of value to a customer" (p. 35).

Customers can be library users or internal customers such as librarians, administrators, trustees, taxpayers, government officials, funding agencies, or other staff. A single work process may be focused on either internal customers, external customers, or both. The customer's perception is the only one which should count when considering the service delivered by a process. The intended customers must judge the process to be of value or it is wasted no matter how well considered, intended, or well established. Each process must have a well-defined set of customers whose judgment on the service is final.

Each process must also have a well-defined set of goals and objectives which must be consistent with the mission. Obviously the staff in a library which does not have a written mission will not be able to tell whether the goals and objectives of a specific process are consistent with the mission. The mission must, at least, tell all employees why they are providing a service and whom they should be serving. The objectives of the process must ultimately be measured by customer satisfaction.

Each process has inputs which can include funding, staff, facilities, and equipment. The inputs are what are needed to accomplish the process. The reengineered work process is successful only when it vastly improves user satisfaction with reduced inputs. It may actually redefine the service and the user's expectations for that service.

Processes are collections of activities or tasks requiring different knowledge and skills. Processes often involve multiple traditional departments, many staff, various vendors, and many types of customers. Frequently, there are few, if any, employees who understand an entire process from input to customer. Many times the process is only known and "owned" by a manager. The most effective processes are those where every employee involved understands all of the activities and tasks and accepts the responsibility of ownership.

Processes are complicated because they involve many types of customers, activities, technologies, variables, and inputs. Effective

processes, even though complicated, are logical and therefore can be represented graphically as flow charts. Not every flow chart is a work process, however. Critical activities of a process can often be either intentionally or unintentionally hidden. This makes the process analysis much more complex. The leader must probe deeply into each process in order to determine what actually occurs.

Processes are also complicated because they involve people whose needs and motivations vary considerably. Employees are people who perform the activities of the process. Vendors, funding agents, and other suppliers of external inputs to the processes, also involve people. The most important part of process redesign and leadership are the relationships with all the people involved. These relationships can be either supported or diminished by the organizational structure.

Individual tasks or activities in a work process are not sacred; only the complete process and its impact upon the customer matters. The success of a single activity is best judged by its direct effect upon the customer. In other words, an improvement to a single activity is useless if it does not greatly improve the end result of the process to the customer. Processes are completely driven by their value to customers which means delivering higher quality library service with fewer resources than the customer or funding agent expected. Results matter more than the specific tasks or activities of the process.

Do small advances and incremental process improvements add up to greatly improved processes? Not necessarily. Some so-called advances and fine tuning can improve a part of a process without influencing customer satisfaction. Other small advances may result in only modest improvements in customer satisfaction. Some steps simply have a greater impact upon customer satisfaction than others. In some cases, a certain combination of tasks must be improved to greatly improve customer satisfaction. It is not always obvious or intuitive how to make great improvements in customer satisfaction. For example, the activity of choosing an automated circulation system is not reengineering. No matter how well accomplished, it becomes reengineering only if it results in radical customer service improvement. Often the specific benefits of choosing an automated circulation system do not typically bring radical improvements in service, they simply change the method of record keeping.

Traditional library departments often measure performance of a process on a task-by-task basis or on an input basis rather than on customer satisfaction. Job descriptions, for example, are often written to include sample duties or tasks instead of identifying the basic process performed and the statement of who will be served.

Suppose that a library concentrates upon building a CD-ROM tower on a network so that users can remotely search a special index

of journal articles. Can the process be greatly improved if the library is not able to deliver the articles indexed and located by users in a timely fashion? Of course not. Users still may have to go to the library and physically try to obtain the journal articles. In very few cases can the user both search and obtain the articles remotely. The user will be frustrated with remote access to the citations (CD-ROM) without the same access to the articles. In this example, the process is the collection of tasks which permits a user to search remotely and retrieve the necessary information—i.e., the articles. The CD-ROM network may seem like a great achievement to librarians, but it does not vastly improve the user process—i.e., obtaining articles on a subject. The CD-ROM system does greatly reduce the amount of searching time when compared to hard-copy indexes. It certainly results in user benefits but not in complete user satisfaction. In short, it is not reengineering.

The customers of the post-hierarchical library must receive enhanced benefits in all service areas. Reengineered work processes, primarily directed at internal customers, are also not enough to create a post-hierarchical library. Carefully reengineered work processes are certainly needed in order to achieve this type of library, but they are not sufficient.

Librarians are very familiar with the traditional library department structure which has served the library community well for over a hundred years. Indeed, most library administration books have been written with chapters dedicated to each department. The structure was a practical response to accomplishing tasks which had to be performed, but the structure was not concerned with ensuring continued customer satisfaction.

Everyone in a process needs to understand the ultimate benefits to the customer. For example, the acquisitions department performed the service of ordering and purchasing books which were then sent to the cataloging department. The cataloging department was the principal customer. The cataloging department was concerned with the quality of the catalog but not necessarily with how quickly a user could search and obtain a particular book that satisfied his or her need. Typically, no one department "owned" an entire process and measured what their customers really wanted.

The last generation of librarians developed expertise in a specialty and often did not know very much about activities outside their specialty. An acquisition librarian may not have been very knowledgeable about cataloging and data processing, for example. Those specialties developed in response to the large amount of knowledge and skill required in limited areas of library operations.

Each specialty, over time, built its own culture and tradition. It was not necessary nor convenient for the various specialties to frequently interact. After all, a specialist was rewarded for his or her work by the department manager not by other internal or external customers. It was the job of the manager to take care of interdepartmental communications and issues. The hierarchy created the flow of information and decision making.

Specialists became more responsive to their colleagues than to the final customers of their processes. It was more important to be recognized for your expert cataloging by professional colleagues, for example, than to be recognized by the customers for the great catalog.

Cross-functional teams offer an opportunity for all staff, even specialists, to be assigned to interdepartmental processes. Cross-functional teams own an entire customer-oriented process. These teams are beginning to be used not to replace "home" departments but rather to speed effective decision making and responsiveness. Cross-functional teams are composed of different kinds of specialists with a common charge—i.e., the specific process goals. These teams vary considerably from advisory in nature to fully empowered. Every member of an effective team must share the common concern for, and knowledge of, the customer.

Advisory committees (teams) have been around for a long time. They provide important consultation and advice, general communication, and evaluation, but they have no authority or responsibility to change anything as complicated as an entire work process. In short, they cannot make decisions. There are still good reasons to use advisory committees, but they simply cannot achieve radical improvement. Real authority and resources are needed to reengineer an organization.

The sports model of empowered teams is one which can benefit many libraries. The sports model includes a team of players, a coach, assistant coaches, support personnel, referees, and fans. The manager/coach does not play on the field and cannot therefore make decisions that have to be made quickly in response to a given situation. However, the coach is the ultimate authority. A player on a sports team is often benched in a game by the coach for poor performance.

Cross-functional teams can be empowered. Empowerment means that the team has been given authority to make decisions. The decisions might affect the hiring of personnel, reorganization of processes, a budget and spending authority, and so forth. Cross-functional teams have developed with many variations of authority. The manner in which authority has been granted (empowerment) can have a profound impact upon customer satisfaction.

The key questions regarding empowerment are how to hold cross-functional teams accountable and how to reward excellent performance. Does the entire team get equally rewarded when the team performs well? Each player must respond to the situation as though the entire team depended upon him or her. In other words, each player assumes responsibility for the entire team. Accountability must be designed to achieve team performance as well as personal performance.

However, every decision is personal. Well-coached players follow their playbook until they are no longer able and then they exercise good judgment. Good judgment is required when the playbook no longer applies. Some coaches allow more latitude for independent decision making within their playbook. For example, option plays appear in many football playbooks, but no one, including the coach, knows the option that will be selected until the situation arrives. The effective empowered team member makes individual decisions for the good of the entire team.

The most effective form of empowerment occurs with teams that are well coached. Teams can reach decisions by consensus and consultation where there is no formal opposition. Yet this can be time consuming and less responsive. Alternatively, the empowerment might be delegated by team leaders to all individuals within specified guidelines. Empowerment also might take the form of majority rule by democratic vote. In any case, each member of the team must understand how and when to make decisions.

Cross-functional teams may be ad hoc "departments" formed for a temporary period to accomplish a specific project and disband afterward. They can also be permanent parts of the organizational structure.

The entire issue of empowerment gets to the heart of cross-functional teams. For example, if a process involves multiple departments, does the team have the authority to make a decision when one department does not fully support it? The best decision-making process is designed for customer responsiveness and well coached good judgment.

The traditional model of a modern hierarchy is a series of departments with managers who are in total control of a group of specialists, professionals, technicians, and clerks. The bottom level worker of the hierarchy did not possess any special knowledge or skills. At best, this worker possessed a high school diploma. Yet the bottom level worker of the hierarchy was the person most likely to interact initially with customers. In the hierarchy, there were more people at the bottom level than at any other level, thereby resulting

in a pyramid structure. The performance of the individual was more important than the performance of the team.

Today everyone needs both formal education and life-long learning in every position in the post-hierarchical library. The person who has the least amount of education, flexibility, and skills becomes the lowest common denominator or choke point for the entire team. The post-hierarchical team will be as good as the weakest members. The strength of this team derives from the fact that everyone produces and "owns" the process. The team members who have the least amount of skills and performance will reduce the flexibility and performance of the entire team. Post-hierarchical library teams are likely to have fewer more highly skilled and talented employees all working together.

Because of the need for more knowledge, skills, and education, it might seem apparent that libraries need more specialists in narrower and narrower subject areas. There is, however, a contrasting need for libraries to be highly responsive and flexible. This means that all employees must simultaneously possess excellent specialized knowledge, skills, and education and "own" an entire process, delivering services and adapting quickly to meet customers' needs.

Every specialist in the post-hierarchical library must be a flexible generalist. Specialization must be augmented with even better team-playing skills. The specialist is not only a person with special skills but a person who can and must contribute with other more common skills outside of the specialty. The specialist must be able to see the entire process, the organization, and have some basic practical understanding of all the different tasks to compliment his/her special skills. Each new librarian is both a specialist and a generalist possessing much more knowledge and expertise than was required in the traditional library. The addition of smarter technology has actually raised the need for a higher core level of common knowledge.

There are core processes to every team. The core library processes concern services delivered directly to users. They are the reason for the existence of the team. The essential knowledge and skills required for those core processes should be able to be performed by all staff on the team when required. This means that a specialist should be able to take over work within the core processes at any time.

In the old model, a specialist was most efficiently employed when only performing that specialty. Unfortunately, this made organizations less flexible. A specialist who could only perform the skills of a single specialty could not help when the skills of the core processes or some other specialty were more urgently required.

Indeed, the traditional specialist often did not possess the empathy and flexibility necessary to participate as a full member

of the team. Many specialists felt superior to employees involved in the common core processes. This caused many specialists to become prima donnas and the performance of the entire library suffered.

A team works most effectively when there is great respect and interest in one another's work. Empathy is a quality that must be present among members of an effective team. Empathy is best achieved when everyone shares some common work and experiences.

In the new model of the post-hierarchical library, every staff member on a team must possess operating knowledge and skills of core processes and also specialized knowledge in one or two domains of importance to the team. Cross training must be pursued with great vigor on a modern team since flexibility is paramount. Specialized knowledge and skills must be recognized by peers based on performance and not formal education.

Formal education, training programs and, most importantly, self-paced learning programs are essential to the performance of team members in the modern organization. Many of the specialized skills required in today's libraries did not exist in libraries ten or even five years ago. Many computer programs, new organizational structures, and methods of operating, did not exist when most of today's librarians were in graduate school. Many specialized skills must be learned on the job by current staff. Formal education programs are helpful, but many practical skills change so quickly that traditional formal education programs are inadequate.

Learning is what is important, not how the person learned. Teacher-led education programs are not enough. Self-paced and self-motivated learning are essential skills in the modern library organization. Rapid response to changing circumstances is greatly improved with staff who have the ability to quickly and flexibly learn new and appropriate skills. Learning must result from learner-initiated reading, watching videos, listening to tapes, interacting with multimedia, and asking questions or experimenting.

A specialist is not defined as someone who cannot (or will not) do other work but rather someone who is most knowledgeable and skilled in a specialty. The old, "It's not my job or responsibility" attitude has no place in a modern flexible team or organization. A specialist who does not willingly and flexibly adapt to the core processes of an organization is a liability. The specialist is less efficient to the performance of the team when only working in a specialty. A modern specialist must be focused upon the needs of the team at any given moment and therefore must thrive on greater diversity as well as the specialty.

The post-hierarchical library is a networked library with distributed staff, resources, and documents. No individual library has,

or is capable of housing, all of the materials published every year. The networked library depends upon such services as interlibrary loan, electronic document delivery, remote searching, and delivery systems. Electronic networking with OCLC, the Internet, and similar utilities is everywhere. However, most library leaders have not yet responded with more appropriate library organizational structures meeting the needs of the users of these networked services.

Networked teams and organizations require more communication, more distributed decision making, and better methods for accountability. Although almost every library is networked today, most staff still operate in traditional organizational structures. Many important decisions requiring timely responses are still funneled back up the chain of command to the appropriate level of authority. Depending upon the number of layers, the decision gets slowed down moving from one person to another. In addition, the information gets altered consciously and unconsciously during the transfer phase. This is just like the children's game "telephone" where the first person whispers a message to another person in a circle, which is then relayed to the next person and so on until it has returned to the first person resulting in the message being totally corrupted. In real life, time delays and forgetfulness can worsen the situation.

In sports, the coach is present and can visually see and hear the performance of the team and each player. The coach gets constant feedback during the game from the scoreboard, the assistant coaches, the players, the referees, spotters in the press box, and his or her own observation. The only time that the coach can confer with the full team during the action of the game is when there is a timeout or halftime, and then the time is limited. The constant feedback that the coach obtains is essential to making timely decisions that respond to the people and immediate situation. The library leader cannot see every service transaction taking place and often has to respond after the fact and only when either the customer complains or the librarian communicates the problem. The library leader may get feedback, but too often the feedback is late, or worse, inaccurate. The networked leader must create new opportunities for getting reliable feedback.

Stand alone not only means a single physical location, but it also means individuals operating without regard to the team. For example, a librarian can make a decision that is an exception to existing policy to accommodate speedy service. However, if the librarian fails to communicate that decision to every member of the team, both present and remote, problems result. Not only will other librarians be faced with the same issue, but they may judge differently.

In any case, such a policy may never be discussed, decided, recorded, and communicated effectively.

The new organizational approaches to distributed and networked teams have taken a variety of forms but still require rethinking management methods. How does the team leader motivate team members? How does each team member know what every other team member is doing? Distributed workers can actually become stand-alone workers if they are not actively and intuitively involved in a team structure. Remote team members must feel a part of the team whether they are present or remote.

Telecommuting employees are the most extreme example today of networked team members. While telecommuting as an organizational structure is still new, there is a growing body of experience with what works and what does not. Employees who do not have any physical contact with each other, or adequate replacement of such contact, have needs which must be met by a successful organization. Time for physical contact has to be provided. The remote worker must not be at a political disadvantage when compared to other workers on site. Communication systems have to be elaborate and decision making has to be delegated more so than with other types of organizations. The umbilical cord of electronic telecommunications often is less stable than communications on site. Telecommuting employees must be more empowered to make decisions when cut off from the team leader.

Networked and distributed workers are not necessarily teams. Many networked organizations are simply remote staff who do highly repetitive tasks that do not require a high degree of interactivity. Real networked teams require constant communication, questions, observations, experimentation, collaboration, brainstorming, consensus building, and so forth. Collaborating professional staff need both new technologies and redesigned and flexible organizational structures to be most effective.

Distributed teams will work effectively if decisions are routinely communicated and recorded. All team members must be able to retrieve decisions, policies, and information instantly. Everyone must feel they are kept up to date.

The post-hierarchical library is not only composed of networked and distributed teams, but it is different in its fundamental definition. The definition of the library, in almost every common dictionary, represents how the general population thinks about libraries and librarians. The library is a place with a collection of books and other documents. The librarian is the person who works or manages a library. The post-hierarchical library changes this thinking.

Nowhere does the traditional definition say that the library is an organization which satisfies the knowledge, information, and document needs of its clients. The traditional library is a place and a collection; the new post-hierarchical library is a service. The organizational structure which best supports a service culture is not the best structure to support a collection or warehouse function. In the library jargon of today, current terminology calls these approaches just-in-time (post-hierarchical) instead of just-in-case (traditional).

A service library focuses resources on obtaining the books or information that the user wants regardless of the source. The collection library focuses upon building well-rounded collections regardless of the expressed user need. Service means that the user leaves the library satisfied regardless of how many books or other materials are in the collection. Service-oriented library staff are focused on obtaining the material needed for the end-user. This may or may not result in any collection enhancement.

The end result of the traditional collection-based library is a good well-rounded collection. The assumption is that such a collection will, by definition, meet user needs. However, it is well known that a collection alone does not produce good service. If the user does not know how to search and retrieve the material or if the material needed is in use, stolen, missing, in cataloging, or otherwise not on the shelf, the user remains immediately unsatisfied.

The post-hierarchical library provides an unequivocal focus upon the end result, which is satisfying users' knowledge, information, and document needs. The effective structure enables the staff to be flexible enough to obtain what the users want, when they want it, and with the least possible expenditure of resources. This structure has all staff working in customer or user processes. Some staff should be serving internal customers but only if that process greatly improves the internal customers' ability to serve their external customers.

The post-hierarchical library measures user satisfaction. Did the user obtain what she or he wanted? Traditional libraries measure additions to collections, the number of books borrowed, and other easy methods to measure items which are not necessarily directly related to user satisfaction. If the only things measured are those which do not reveal user satisfaction, then the library will be focused on those items rather than upon user satisfaction. Measuring customer satisfaction is the key.

Nonpublic service library support departments, such as acquisitions, cataloging, and administration, often easily become focused on internal rules and procedures and forget the customer. In many traditional library bureaucracies the support departments are not evaluated by either users or public service librarians.

The reward system for employees should be based ultimately upon increasing user satisfaction. Everyone in the library must be constantly thinking about increasing user satisfaction.

Understanding the nature of the post-hierarchical library still does not explain why such a new library is needed. After all, a huge amount of energy, money, and time will be consumed in the implementation of this concept. Most professionals need to be convinced that it is worth the price.

WHY REENGINEER THE LIBRARY?

Many academic, government, community, and corporate leaders are beginning to show real interest in reinventing and reengineering businesses, industry, and government institutions. They believe that it is now possible to achieve huge increases in service and performance for the same or less money, but they are caught in the dilemma of expanding desires for new services, continued demands for existing services, and fewer resources to provide both. There simply is no way to significantly satisfy both the users and the parent organization using the traditional mission, structure, staff, and processes.

Some institutions are looking for ways to disassemble the traditional library and its inflexible structure and reinvent new processes that will improve the value of the library to their whole enterprise. They are looking for leaders with revolutionary vision and key leadership skills to give them direction and reengineer their enterprise.

Why reinvent the traditional library? Why make radical change? Why not progress with incremental improvements to the traditional library? Will there still be as great a demand for the traditional library in the future as there was in the past?

There are a variety of reasons why the traditional library needs radical changes. User service demands are increasing far more rapidly than the resources to meet these needs in traditional ways. The cost of building large collections of books and journals has escalated far faster than income. New information technology provides opportunities for vastly improved services with far greater access. External agencies, parent organizations, and government have placed greater burdens upon libraries and the services which libraries must provide. The corporate sector has begun to compete heavily in the new information infrastructure carving out the most lucrative areas.

Users have greatly expanded their demands upon libraries. About fifteen years ago, libraries did not have VHS videocassettes, CD-ROMs, audio CDs, personal computer networks, or Internet access. Many of the younger generation are now looking for video games

from libraries. Users want to obtain access to Internet services and multimedia services from libraries.

Today users demand that libraries have it all. The demand for books, journal articles, and other traditional formats has remained high and, in many cases, has accelerated. Users want to search in automated catalogs and obtain the books faster, and they want access to more commercial online information systems. In addition, they want more help from the staff. Yet library budgets have remained static after adjusting for inflation.

More importantly than the increase in the volume of use is the desire on the part of users, particularly younger users, for highly interactive and easy to use information resources. Many college students now play a version of dungeons and dragons in a game called MUD over the Internet. They play highly entertaining and interactive video games. Even parents are using e-mail and other interactive activities on the Internet, CompuServe, and other networks. These users find passive media without full motion image to be less interesting and less desirable by comparison.

Traditional librarians and libraries are character/word based. They create and provide written language with the tools available. They are reader friendly but not necessarily user-friendly. Few librarians even understand visual and aural literacy. In order for libraries to make substantial progress in developing a modern library, the organization must develop expertise in areas that were once considered foreign and unrelated.

The only solution to meeting explosive growth in user demands lies in reengineering the entire library, focusing on customer satisfaction and relying less on buildings and collections. Users want more visual information, more color, more full motion, more interactive information, more audible sound and speech, better filtration and synthesis of information, and better and easier to use packages. They want all of this and books too. Such demands turn into high user frustration in traditional libraries. Traditional libraries are spread too thin to serve anyone well.

In addition to the explosive growth in the demand for services, taxpayers and users do not want to pay any more for the new services than they have for traditional library services. Library budgets all over the country are experiencing erosion of support. In many cases, parent institutions are looking to cut costs, and the library is viewed as a cost center. Taxpayers are demanding decreased taxes and more control over how money is spent. Library budgets are no bigger than they were years ago, and many are smaller. Libraries, generally speaking, do not produce revenue so, therefore, are considered a target during budget reductions.

Journals have increased dramatically in price over the last ten years, far exceeding the rate of inflation. Since library budgets have not increased, the number of journal subscriptions has shrunk and/or the cost was shifted and other services dropped. In some cases, services just deteriorated when too few dollars chased too much demand.

More important than the increase in the journal prices is the lack of improvement in the service offered for the money expended. Journals are not measurably better than they were ten or twenty years ago, and they can only be used by one person at a time. They are also limited to the place where they are stored, and it still requires too much time to locate the desired articles. Journals are growing in page count while there is evidence that the average article is used less.

The problem is not limited just to journals. Books, multimedia materials, and videocassettes have increased in price almost as fast as journals. Yet their increased value to users has not gone up measurably.

One reason for the cost increases in journals is the cancellation of subscriptions at universities. The bulk of the cost of publishing is incurred during the writing, editing, review, and production stage, which creates the first copy. The cost to print one extra copy of a document is small. When a university cancels a single journal subscription, the cost of publishing that journal does not decline in proportion to the cost of the subscription. In order to stay in business with that journal, the publisher raises prices to cover the loss of the cancelled subscriptions.

The number of publications also has mushroomed. Fewer libraries are chasing greater numbers of titles. Greater diversity in the types of documents and in the types of information sought have increased the cost to author and publish documents. If the trend continues for, say, twenty years, libraries will not be able to afford to purchase any physical documents. This is not likely to occur because our supply and demand market-based society will be altered by those who develop and implement a new model. Not only is the library affected by the decline in the publications available locally but also in the decline in the publications available from other libraries where interlibrary loan could have made a difference. Therefore, the declining traditional publications available in libraries can be expected to accelerate until the new model for libraries is in place. It is also clear that the traditional library cannot survive without building collections.

The effect of publishing cost increases upon libraries is causing change, one of such importance that it is cracking the foundation of the traditional library. This change has already greatly weakened

the collection-based approach to traditional libraries. An entirely new replacement system, based upon a reasonable just-in-time approach, must be built quickly or current libraries will cease to be viable.

Libraries are faced with the dilemma of continuing with the traditional library as it declines or shift resources strategically, but rapidly, into a reinvented library. Both will compete for the budget and personnel of libraries. Parent organizations and taxpayers will not be able to fund both the new model and the traditional library, thereby creating a titanic struggle.

Clearly both models will exist simultaneously for a period, each competing for resources and users. During this crucial transition period, the post-hierarchical library will develop. Libraries will not survive merely with a strategy of incremental change during this rapid erosion of library collections. Only the reengineered library will emerge.

Increased user demands, increased costs, and reduced budgets are occurring simultaneously along with the explosion of new information technology that has the potential of solving some of the problems. However, the technology cannot be used to automate what now exists. The entire library needs to be reengineered: "merely throwing computers at an existing business problem does not cause it to be reengineered. In fact, the misuse of technology can block reengineering altogether by reinforcing old ways of thinking and old behavior problems" (Hammer & Champy, 1993, p. 83).

Libraries have used technology for many years but have not seen huge productivity increases. Most libraries, including almost all of the large libraries, have spent millions of dollars for integrated library systems. Yet it is almost impossible to see anything more than marginal productivity improvements for users of the systems. Neither taxpayers nor parent organizations have benefited measurably from technology.

The principal reason library technology has not yet greatly improved user productivity (cost/benefit ratio) is that the traditional library automated existing operations instead of using it to reengineer processes. Technology should provide new services which were not possible before.

The potential benefits of each technology come from asking how libraries can use technologies to accomplish what they are not already doing. In the past, library leaders asked how to use technology to accomplish existing tasks such as circulation and cataloging. The post-hierarchical library leader asks how technology can accomplish something totally new. For example, how can a library provide remote searching and retrieval of articles from home? This thinking provides a new approach to considering how technology can really improve

services. Concentrating on totally new services is just the sort of thinking which results in radical, rather than incremental, change.

Reengineering often starts with brainstorming about possibilities that seem almost impossible. Reengineering the entire scholarly communication system is one such discussion already underway. There are a number of proposals in the literature including those by Boyce (1993) and White (1993). The Coalition for Networked Information (CNI) is also pursuing such change.

Another post-hierarchical idea is to do away with circulating book libraries and provide a system that anyone can use from home or any remote location. Of course, the entire concept of reengineering means that the processes are radically transformed. The post-hierarchical library can deliver such results with bold leadership that can ask questions inductively or deductively.

Demands for new services extend beyond the internal customers. Parent institutions want more service for the money. Taxpayers want more service for the money. Publishers want a bigger share of the market and greater profits. Local citizens want access to neighboring libraries where they are not members. Legislators want libraries to work together delivering service to users outside of their service districts. City officials want the library to be helpful in keeping or in recruiting businesses to the community. Government officials want libraries to provide government information and other important community information. Schools want libraries to help students with their studies.

Perhaps the greatest single reason that libraries must embark upon reengineering is that the rest of the world is now in the information business. The stakes have increased dramatically. Industry is investing at unprecedented levels in information technologies that promise to bring information services into every home. The size and scale of these projects dwarf all combined current library expenditures.

Industry has embarked on a direct frontal attack upon the historical preserve of libraries—i.e., collecting a huge amount of knowledge and making it available to scholars and the general public. A recent article in *Fortune* (1993) highlights the direct competition with libraries. In the article, Oracle CEO Larry Ellison is quoted about his company's current multimillion dollar database project called the Alexandria Project:

> It aims at nothing less than using computers to change the way
> human knowledge is amassed and stored. The name, Ellison
> explains, evokes the ancient Greek attempt to build a library

> containing copies of all the world's published works. The Greeks
> assembled more than 500,000 volumes in Alexandria before early
> Christians burned the site in 391 A.D. (Kiechell, 1993, p. 40)

This direct commercial confrontation with libraries has
consequences for the future of libraries. Industry wants to reap huge
profits from providing and controlling the networks, information
services, and multimedia products and databases, including the entire
supporting infrastructure. What role will the library have? How can
libraries with such paltry resources compete? Clearly the post-
hierarchical library must be positioned to co-exist with the for-profit
sector, providing critical services for the common good.

Just as libraries and book and video stores have co-existed for
years, the library must become the agency that provides fair and
equal access to information clearly needed for the common good,
assistance and access for all citizens, particularly to those with few
resources, preservation of materials of historical value, and input
into the rules for the fair use of this new super information highway.
The corporate sector, in a free and open market, certainly can and
will dictate a great deal of the information services provided, but
there will remain a critically important role for libraries.

Those wishing more information on the issues involved with
library organizational transformation should obtain the bibliography
provided at the meeting entitled "Organizational Transformation;
New Structures for New Realities" (Association of College and
Research Libraries, University Libraries Section, American Library
Association Conference, July 1993, in New Orleans).

LIBRARY LEADER CHARACTERISTICS

The team leader in the post-hierarchical library possesses special
leadership skills and knowledge. The team leader is an effective
manager, a superb leader, and also a full team member. The effective
team leader understands that he or she cannot perform with the same
skill and knowledge as a proficient team member in a special skill.
However, the leader must understand, at a fundamental level, the
abilities, knowledge, skills, needs, and motivations of team members
in order to effectively coordinate the activities of the team. This
requires the team leader to spend even more time learning than any
other team member.

The post-hierarchical library demands new leadership. A single
reengineered work process will not create a post-hierarchical library.
The post-hierarchical library must radically improve all processes
through a transformed structure for vastly improved user satisfaction
with the same or less resources. A single reengineered process calls

for a reengineering coordinator, while a reengineered library calls for a special leader.

The team leader is also the team member who develops and possesses a vision for the team, articulates the mission, innovates, keeps everyone focused on the mission, and leads. The team leader may not even be the most valuable member of the team. This is not to say that such leadership is unimportant or unnecessary. On the contrary, leadership is essential on every team. Quite often in team sports the team manager is paid less than the top performing players. The special skills required and the availability of qualified people possessing such skills have more to do with determining market value than the bureaucratic status.

The post-hierarchical leader possesses a unique set of personality traits. Those traits are suited to the radical changes that this leader must create in a rather conservative and traditional institution. This person's personality will be tested in the fire of immense change. The leaders who are successful will not all possess the same personality, but they are likely to share several important traits. The library leader must be flexible, energetic, empathetic, wise, creative, courageous, principled, gregarious, determined, and possessed of a sense of humor. Certainly there are many other important traits that one might expect to see in this leader but perhaps none so important as these.

The leader is flexible, and not bound by the way things have been done but rather by the force of radical improvement. The leader understands the past but is not constrained by it. The new leader accepts and learns from mistakes. This leader listens and carefully considers others' ideas and is willing and able to shift his or her personal ideas when needed. The leader plans carefully in advance but can quickly adapt on the spot to changes in the situation.

The immense changes to a post-hierarchical library demand a huge exertion of energy from the leader. Things in motion tend to stay in motion. Things at rest tend to stay at rest. To move a large organization in a new direction takes tremendous physical and emotional energy. Those who are of average energy will find the task daunting. This leader must be very energetic to be able to sustain the changes.

It may be difficult for some experienced staff to accept the notion that empathy in a professional position is necessary at all, much less an essential attribute of the best library leaders. Some people believe that an empathetic leader will not be able to make the most difficult changes in staff that may be required. However, the opposite is true. The empathetic leader will understand and feel the impact his or her decisions have upon other people. This leader will look

for ways to accomplish results and major changes with the least amount of discomfort to staff. This empathetic leader will also be able to better relate to customer needs. Empathetic leaders give more latitude and support in making tough decisions than leaders who do not care. Empathy is an important characteristic of the leader particularly when an organization is going through massive change.

It would be both humorous and wrong to suggest that a real leader does not have to be intelligent. Leaders need good analytic skills, deductive and inductive reasoning abilities, and more. However, a good leader is really more wise than intelligent. The leader must use good judgment, be logical, and call upon a vast amount of knowledge and experience.

The entire effort to create a newly reinvented and reengineered library demands imagination, innovation, and creativity. In what has been written about creativity, there is agreement that creative people possess the ability to see things, circumstances, and ideas in unique ways, uninhibited by what is or what was. They see around obstacles that many people do not perceive. Most importantly, they are always creative and encourage creativity in others.

The greater the changes in an organization, the greater must be the courage of the leader who makes them. Making changes in a large organization will make many people unhappy. A fool can make massive changes because she or he does not understand the enormity of the impact. A leader realizes the enormity of the impact of the changes and has the courage to persevere nonetheless. Leadership is not for timid souls; the leader is courageous.

During the most difficult periods in life, many people give up their principles. Some people never develop a set of ethical principles in the first place. A real leader sticks to his or her principles even when they conflict with other duties. The leader is like the sportsman who craves winning but who will follow the rules of the game with total commitment, win or lose. If a leader does not recognize and abide by a set of higher principles then she or he would likely bring confusion and disorder. The reengineering discussed in this article assumes a transition from one ordered state to another and not to chaos. Ethical principles keep everyone directed toward an ordered state.

The leader likes people and likes to be with all different kinds of people. This may seem unnecessary or irrelevant, but it is most important. The leader who likes human beings can see their strengths, which is essential to obtaining their best efforts. Gregarious leaders are able to socialize with everyone; they generally do not like to be isolated, nor do they want to work primarily with things. Leaders need social interaction.

Leaders are determined people. Once they are convinced of the correctness of their decisions, they will persist despite immense difficulties. They will, of course, change in light of convincing new evidence, but they will not change just because of the amount of conflict. Leaders get results.

Another characteristic is that the library leader is always able to laugh at himself or herself. This leader has confidence and can accept making mistakes because of a sense of proportion. This library leader is possessed of a sense of humor. After President Reagan was shot and about to undergo extensive surgery, he told his doctors, "I hope that you are Republicans." A good sense of humor can help defuse difficult situations.

The Roles of the Library Leader

The roles of the leader are many and varied, but a few of these roles take on increased importance in the post-hierarchical library. Such leaders automatically gravitate to these roles. It is critically important for the library leader to be a strategist, communicator, coordinator, planner, motivator, nurturer, recruiter, teacher, negotiator, and mediator.

The library leader is a strategist with a vision, a plan, and the will to achieve it. A strategist will understand both the conceptual design of a post-hierarchical library and the general steps necessary to achieve it. The nature of strategy is that it provides a broad brush stroke leaving the immense tactical details to be settled afterward. Such details can greatly affect the final results, yet the importance of understanding, developing, and selling the strategy is a key role of the successful leader. No organization is likely to achieve radical improvements without a leader who has created and sold a viable strategy for success.

The post-hierarchical library leader must also play the role of a superb communicator who listens well and who speaks and writes well. This leader must articulate concepts that are new and foreign to staff, users, administrators, and others in an appealing and rational manner. Perhaps listening well overshadows every other essential communication skill. After all, listening to the customer is the focus of any successful antibureaucratic organization.

The library leader must also be a superb coordinator and planner. Designing, planning, and coordinating the post-hierarchical library is extremely complicated and therefore requires knowledge and use of the most modern project management skills—listening, continual rethinking, evaluation, and revision. The post-hierarchical library cannot progress without meticulous coordination of diverse teams.

The library leader must recruit an outstanding, innovative, talented, flexible, and resourceful team to be successful. This is particularly difficult in organizations which have a large entrenched staff, protected by tenure, who are not fond of radical change. However, the recruitment of even a small core group of carefully chosen staff can actually change the entire organization. This core group can be recruited both from inside as well as from outside the traditional library. People are the reason for the changes to the library, and people in the library organization will ultimately make it happen. The leader is an expert in knowing and recruiting this team.

The transition to the post-hierarchical library is fraught with problems, and so the leader must act as an expert problem solver. Such a role goes hand in hand with flexibility, creativity, and resourcefulness. The leader will have to solve immense problems as the strategy unfolds and new situations develop. This role will not be limited to the leader, but the leader must recognize and tap the problem-solving skills of all staff as well as external experts.

The people who will move the traditional library into the post-hierarchical library are pioneers who are willing to take carefully calculated risks with both their careers and the library to transform it into an organization that is a quantum leap beyond the previous organization. The leader is not foolhardy, nor an adventurer, but neither does the leader shrink from making critical decisions even when such decisions are innovative and have some risk. The leader is careful to take risks in clearly defined areas where potential catastrophic impact can be avoided or minimized.

The leader is also fair, objective, and thoughtful in evaluating important decisions, directions, and people. It is not easy assessing the probability of success in many areas, particularly when the areas are virgin territory for the participants. Part of this risk-taking role includes using intuition, knowledge, careful thought, and common sense. However, the role of risk taker is often the most difficult in a modern bureaucratic organization. Bureaucracies are designed to protect the status quo from risk takers. Risk takers are those who move us beyond our current comfort zones.

Are there core leadership skills or does leadership depend upon the situation? Do leaders simply develop to meet the needs of the people? Or, are such leaders always possessed of such leadership skills? It is important to know whether a post-hierarchical library leader will develop in a library facing major crises or if a leader can be found who already possesses the necessary skills mentioned, ready to be recruited into any situation.

The answer is both. The most successful leader will have developed his or her leadership skills over a long period of time.

This requires the forge of some crisis or other along the way from which the leader survived, wiser and more determined. However, the type of radical change necessary to turn, for example, a traditional ARL library into a post-hierarchical library will also be situational. After all, no one has yet accomplished such a massive change as described in this article at another library. This is not to diminish the amount of progress made at any of these libraries but rather describes the amount of change necessary to achieve a reengineered post-hierarchical library. One business executive, Don Martin (1991), describes the differences between a leader and a manager: "A manager administers; a leader innovates....A manager maintains; a leader develops....A manager plans; a leader sets a direction....This is not to say that managers cannot be strong. The real goal is to combine strong management with strong leadership" (p. 35).

In his book, Martin suggests that a leader has vision, has scope (the big picture), is innovative, is focused, is the decision maker, remains rational, handles pressure, is trustworthy, has a sense of humor, encourages involvement, and demonstrates the conviction of his or her principles. He sees the leader's roles as planning, establishing management philosophy, resolving conflicts, and establishing methods of accountability.

Craig Hickman (1990), in another book, says that:

> managers tend to be more practical, reasonable, and decisive, while leaders tend to be more visionary, empathetic, and flexible.... (p. 2).
>
> In our economy and society, the leadership-driven organization fulfills the vital role of breaking with current tradition and past approaches in order to innovate and bring about the breakthroughs that benefit everyone. (p. 33)

All leaders possess a vision that some colleagues would call a breakthrough and others would call a fool's mission. Leaders show everyone a new way, breaking with conventional processes. The vision of the leader is innovative based upon knowledge and accumulated experience and empathy for users. He or she shows us unique and creative directions that promise vast improvements.

The vision of the leader is the rallying cry not only for proponents but also for opponents. Leaders create adversaries among those who do not want radical change and among those who have their own personal agendas for change. Often the leader's vision conflicts with the status quo and those who are empowered with the status quo. Leaders are often not popular and are even ridiculed during the often stressful initial stages of the transformation process. Maintaining and spreading that vision requires great faith in the vision, great courage, and persistence.

Charles Manz and Henry Sims (1989) quote Joseph Paterno, the highly successful football coach from Pennsylvania State University, about the need for leaders willing to take risks: "I think that is part of the problem we have in this country sometimes....We're not innovative enough because...we are afraid to take a chance" (p. 73). Manz and Simms (1989) add that real leaders are teachers who surround themselves with other leaders: "Be a strong, even a charismatic, leader, and followers will know where to go as long as you light their way; teach them to lead themselves and their path will be lighted always" (p. xix). However, even our most innovative library leaders understand the inherent career problems for leaders if they choose to make high risk, innovative, systemic change, no matter how well considered and planned, "it is easy to simply state that library administrators should step forward and provide leadership, but it is far more difficult and risky to take that step" (Dougherty & Dougherty, 1993, p. 1).

A leader requires a great amount of professional courage and faith in his or her vision and trust in the people who pursue it. It is much safer to experiment with smaller and less risky improvements and not have to chance making huge, and often public, mistakes. The courage to take the big risks is, in this author's judgment, one of the key personal characteristics of a true leader.

A leader cannot lead without the trust and support of superiors and the parent organization. An organizational commitment to radical change is essential for successful leadership. This also assumes constant support and reinforcement of the value and importance of the vision and the mission.

Leaders often take prudent risks and trailblaze where others have not yet ventured because they are flexible. They are not foolhardy or reckless. They learn and adapt quickly. They are careful to scout problem areas, to listen to everyone concerned, to observe carefully themselves, and to empower entrusted colleagues. They try to reduce the downside possibilities of major decisions.

A few library leaders are embarking upon the reinvention and reengineering of the traditional library. They are a new breed. They listen, think, and act differently than traditional library administrators. These leaders are revolutionaries who are changing the way librarians work, the way in which library services are delivered, and the services themselves. These revolutionary leaders bring radical and dramatic change, not just the incremental change of traditional library leaders. Such leaders are the inventors and champions of this post-hierarchical library.

TEN NEW LIBRARY LEADERSHIP STRATEGIES

The ten leadership strategies that are most likely to achieve this post-hierarchical library are:

1. *Adopt a new mind set.* The mind set of the new post-hierarchical library is counter intuitive to someone fully imbued with the traditional library culture. It cannot be translated; it has to be understood as a whole new way of thinking and operating. Changing our minds is difficult. Changing our mind set is incredibly difficult. For example, it is very difficult to explain to a manufacturer who was educated on efficiency to think of quality. This is not instinctive—the effective leader must constantly examine his or her mind set.

2. *Reinvent, communicate, and sell the library mission.* Almost all traditional libraries have a version of the same mission. Loosely translated, that mission says that the library will acquire and provide a collection of library materials in given domains to meet the information needs of a given set of users. The missions of the ARL libraries have been remarkably similar. Because the post-hierarchical library is, by definition, reinvented and reengineered, the place to start is with the mission statement.

3. *Change your concept of a library professional.* Professional librarians are defined by their knowledge, skills, ethics, and performance, not by what tasks they do or do not do. If a person says that they will not do something required to operate a post-hierarchical library, they are probably not a team player.

   Professionals are also not defined by the M.L.S. degree but by performance. The M.L.S. degree does attract people who are already interested in a library career but in no way provides an indication of that person's suitability for a truly professional position in a post-hierarchical library. Professionals are performers, highly skilled with a wide body of knowledge serving other people. The M.L.S. degree is the beginning of the process.

   There are fewer and fewer positions in the post-hierarchical library for people who have limited knowledge and skills. People with limited knowledge and skills cannot contribute as much nor are they flexible enough to accomplish a higher percentage of the tasks required. Low level knowledge workers moving around paper or books will disappear in the future library.

   The distinguishing professional characteristics of the post-hierarchical professional are not seniority, title, base salary, or experience. The distinguishing characteristics are the degree of customer satisfaction provided, performance, energy, creativity, and team work. The most valuable team member of the

post-hierarchical library should be recognized with bonuses, money, and other forms of reward. The salaries are tied to performance and not to the years with the organization. Knowledge and skill performance in achieving user satisfaction is respected more than seniority, amount of activity, or status. The post-hierarchical library professional is quick to describe team goals and values and not just personal ones.

4. *Build a powerful technology infrastructure.* The technology infrastructure gives everyone the tools to meet the needs of the team. The technology and networking infrastructure must be made available to everyone. The post-hierarchical library demands extraordinary tools to accomplish significant improvements and demands that everyone participate. The development of the technology includes providing software and manuals regarding the use of that software so that data can be exchanged and used effectively. Using common hardware and software enables one team member to assist another. Technology sharing is usually more important than specific specialized features of stand-alone systems or software only known by a few. The technology infrastructure takes a lot of thought, investment, and maintenance, but it is vital to building and sharing knowledge and to delivering reengineered services.

5. *Build a knowledge sharing infrastructure.* The post-hierarchical library requires staff to know what is going on and perform well without constant interruption and repetition from other staff. The knowledge needed to learn and perform all of the tasks within a complicated process has to be written, updated dynamically, and shared using the technology infrastructure. When the knowledge needed to perform a job is only in someone's head, the library reverts back to the traditionally slow cumbersome model. It becomes unresponsive. Knowledge has to be frequently communicated and absorbed.

6. *Build and empower cross-functional teams.* The beginning of cross-functional teams is the destruction of traditional library departments. The fastest way to accomplish this task is through changes in employee rewards and through budget reallocation. Cross-functional teams have to be entrusted with real authority but also have to be held accountable with both rewards and punishments. These teams are essential in most post-hierarchical library processes because no single department structure can be designed to meet overlapping requirements.

7. *Reward initiative and performance.* Only a real modern post-hierarchical library rewards all staff based upon user satisfaction, resource consumption, innovation, and results. Raises in a truly

responsive organization are not permanent nor based upon any-
thing other than customer satisfaction and inputs. Bureaucracies
reward longevity; post-hierarchical libraries reward team
performance whenever possible.

8. *Make quality information satisfaction a number one goal.* The
only thing that matters is the service satisfaction of the clients.
The performance of the team as a whole, not a part of the team,
as viewed by the customers is what is important.

9. *Flatten the hierarchy; more service people and fewer support
people.* The goals of most post-hierarchical library processes
cannot be accomplished within a hierarchy with multitudes of
layers. Layers bring control but inhibit responsiveness. Control
should be exercised in evaluating team performance on specific
goals. Responsiveness means eliminating middle managers who
simply pass information on and do not add expertise. Staff should
be focused on end-users resulting in eliminating back office
positions which do not increase user satisfaction.

10. *Reinforce traditional library values: service to individuals,
intellectual freedom, access, and knowledge.* Our traditional
values, ethics, and philosophy must be maintained while moving
to the post-hierarchical library. The post-hierarchical library
should not change what our customers and our profession
values—i.e., the freedom, right, and access to the knowledge
and information needed to live as good and productive citizens.

IMPEDIMENTS AND RECRUITING THE LEADER

Perhaps the single greatest reason why library leaders are
currently unable to reengineer significant improvements in library
services is institutional inertia. Institutional inertia is the way things
are or the way things have been done. Inertia saps energy from any
person or group attempting to make changes. People get comfortable
in their old roles and habits and are slow to change. It takes an
extraordinary leader and a lot of time to overcome this inertia.

If the parent organization is not poised and pushing for radical
library improvements and willing and able to try radically innovative
solutions, then the library leader has an almost impossible job. Some
improvements can be made, but significant improvements will ulti-
mately not be successful. It is, however, possible for a parent organ-
ization to remain essentially the same and spin off a suborganization
with incredible flexibility. This occurred when IBM spun off the
PC group to create the first IBM PC. Perhaps the library can be
spun off to create a new type of organization.

When people are rewarded for individual performance, they will
usually try to personally perform better. If staff are rewarded for

team performance, they are more likely to try to help all team members perform better. When staff receive recognition, salary increases, bonuses, and benefits regardless of customer satisfaction with the team, the leader will not be able to radically improve the organization. Reward systems will not work alone, but no new organization will develop without also changing the reward system.

Many of the needed changes are counter intuitive to the uninitiated. Rewarding team play may seem like it would result in less individual performance, but it does not. The entire post-hierarchical library is replete with examples that will seem, at face value, to be wrong when measured by traditional means. Knee jerk reactions can be deadly and have to be constantly fought in rethinking and reengineering.

The leader has to overcome personal habits which are no longer adequate. For example, many chief executives will not type. The current state of most information technology requires typing, for executives to send their messages directly instead of going through a secretary. Long-standing personal habits can be difficult to break but are also real obstacles to change.

Leaders have to change the "controlling" mind set. They need to adopt a user satisfaction mind set and keep focused on that. The leader does have to sift through the details looking, evaluating, recommending, and directing but must spend much less time telling staff how to accomplish a process and much more time describing the goals and evaluating the results of the process.

The library leader will certainly not be just a hired gun, an itinerant director aimlessly wandering from library to library in search of higher paying jobs. Nor will the library leader, bringing radical change, likely come from within the organization needing such radical change. The most effective library leader is someone who has the personal traits, skills, and roles described in this article and also is willing to move into other similar libraries. Library leaders who bring massive change will not be well received by those wanting to maintain the status quo. They may be successful building a core group of change agents with inside people, but they are just as likely to have to recruit people who were not part of the previous administration.

Staff resistance to change is an important consideration. Many a good library leader has been undermined by some tenured/unionized/civil service staff who are unwilling to change and will find every opportunity to actively or passively resist. Any organization contemplating radical changes must protect the leader and the core group of change agents from a counter revolution within.

Last, and most importantly, if the organization is thinking about making some radical changes but is not committed to the consequences and persevering through the ordeal, then it should not start. It should certainly not recruit a library leader to reengineer library processes. There must be sufficient impetus to change. Reengineering is too traumatic to pursue as a nice idea without full commitment.

The push for the post-hierarchical library will occur as momentum builds to respond to the problems of the traditional library. Users must demand improvements and must be sufficiently upset with current library processes. University or parent institution administrators must be upset with the rapidly escalating costs and/or continual complaints. Staff must be upset with their increasing inability to render quality service. The move to the post-hierarchical library should only be pursued when the institution has momentum, critical mass, and sufficient support from a variety of sectors.

It is not easy to identify or recruit the new post-hierarchical leader. However, it should be evident that the new library leader is clearly different from the traditional library leader. Leaders must be identified with appropriate traits and experiences.

Should the new library leader possess a doctoral degree in library and information science? Should this library leader possess experience as a leader of an ARL library or experience and training with information technology? These credentials may all be important, but a candidate can possess all of these and not be the leader described in this article.

The new leader wants to lead and not just manage. He or she has to have sufficient vision to see not only what is being done but also what is possible. The new leader is very rational but is also a bureaucratic revolutionary. The post-hierarchical leader can be recognized by the types of traits mentioned in this article, but this leader will have to be convinced that there is a demand for radical reinvention of the library.

The worst scenario would be if a library organization, which really does not want radical change, recruits a post-hierarchical leader. This mistake will be detrimental to both the organization and the person hired. The traditional path to the directorship of the ARL library may even selectively screen out candidates who are likely to be post-hierarchical library leader risk takers.

The best method to recruit a post-hierarchical leader is to advertise for someone who will bring in radical improvements, reengineering, and reinvention. Those who are timid, comfortable, without a vision or a plan, or those who want to be involved in more modest change are less likely to apply. The pool of applicants

then has to be carefully screened because traditional recruitment methods will not work. After all, how do you screen résumés for energy, creativity, and courage? The recruitment itself will have to be creative.

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