Fostering Innovation in Library Management and Leadership:
The University of Hong Kong Libraries
Leadership Institute

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The University of Hong Kong Libraries Leadership Institute

- An intensive training institute for library leaders and potential library leaders

- A 4 day residential institute where librarians learn from other librarians and information specialists through a series of presentations, case studies, teamwork activities and interactive discussions

- An opportunity for librarians from East Asia to learn about developments from other parts of the information world

- An opportunity for librarians to share views, concerns and solutions with colleagues

- An opportunity for librarians to develop supporting networks through discussion, interactive case studies and social activities.

This session will cover

1. The background to creating and delivering the Institute
2. How the Institute operates
3. Who attends
4. The changing needs of participants
5. Meeting participants' needs
6. Institute evaluation, participants' views and lessons learned
7. Future directions.

1 The background to creating and delivering the Institute

Why leadership in libraries?

- A changed and rapidly changing environment in which libraries operate:
  - Technological
  - Economical
  - Social
  - Accountability
  - User expectations
- Limited formal leadership training opportunities in the past (ie earlier MLS courses).

Why library leadership in Asia?

- Same as the previous slide, plus
- Funding reductions call for strong leadership
- Funding explosions do the same
- Few (if any) opportunities for professional development of this type in this area, unlike, eg, the USA where leadership and management institutes for librarians are common.

Two objectives for our Institute

- To develop and enhance innovative management and leadership qualities in academic and research librarians in the East Asia region including Hong Kong's own librarians, particularly at our own University, and,

- To enhance collaboration and foster relations among academic and research libraries in the region.

2 How the Institute operates

Institute operations: Basics

- Multiple days
- Residential
- Limited number of participants (ca 40)
- Use of practical real life experiences
- Case study
- High degree participation and interaction
- Teamwork
- Individual and group presentations

Institute operations: Key aspects

- Content
- Teamwork
- Case study
- Facilitators and their role
- Sponsorship

Key aspects: Content

- Themed sessions
- Presentations
- Interactivity
- Problems
- Groupwork
- Feedback

Key aspects: Teamwork

Key aspects: Teamwork

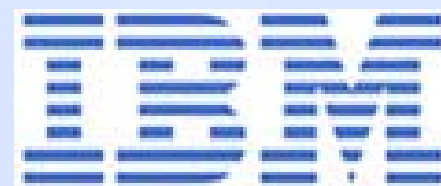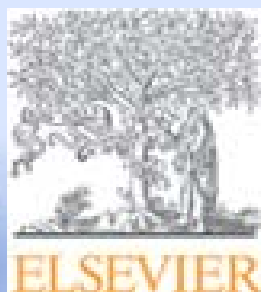# Key aspects: The case study

Key aspects: The case study

Key aspects: Facilitators

Key aspects: Facilitators

Key aspects: Sponsorship

3 Who attends the Institute?

Who attends the Institute?

- From what region

- From what position in the organisation, eg director, deputy director, etc

Regionally

	2003	2004	2005	2006
Fiji		1		
Hong Kong	23	27	26	18
Macau			6	
Malaysia				1
Philippines			1	
PRC	11	13	11	12
Singapore		1	1	1
Taiwan	1	2	5	4
Thailand				2
TOTAL	**35**	**44**	**50**	**38**

Organisationally

	2003	2004	2005	2006	TOTAL
Director	8 (22.9)	6 (13.6)	5 (10)	6 (16)	**25 (15)**
Deputy Director	9 (25.7)	7 (15.9)	6 (12)	8 (21)	**30 (18)**
Senior Manager	9 (25.7)	13 (29.5)	11 (22)	9 (24)	**42 (25)**
Lower manager	9 (25.7)	18 (41)	28 (56)	15 (39)	**70 (42)**
TOTAL	**35 (100)**	**44 (100)**	**50 (100)**	**38 (100)**	**167 (100)**

2003 – Hong Kong

2004 – Shenzhen

2nd Annual Library Leadership Institute

16 May 2004

2005 – Macau

2006 – Nansha

4 The changing needs of participants

2006 applications

"To help us with the planning and evaluation of the 2006 Institute, you are asked to identify the three most important challenges currently faced by you/your library in not more than 50 words for each."

Challenges faced by participants 2006

Challenge	Number identified
Managing digital/hybrid collections	20
Meeting growing user demands	16
Budget shortages including appropriate distribution	9
Convincing users of the value of the library and its resources	8
Information literacy in an electronic age	7
Personnel issues, staff management, motivation etc.	7
Staff shortages and the need to do "more with less"	6
Space shortages	6
Keeping current, learning new skills, professional development	5
Collaboration v competition	4
Digitisation issues	3
Maintaining technical infrastructure	2
Virtual reference	2
TOTAL	**95**

Challenges

"The dynamic nature of digital materials provides challenge. As databases add new titles & exclude some titles, the information is not always immediately available or even ever available. To guarantee timely information for changes in resources, communication with database providers seems to be very important. We also need to make decisions in time management and project management to be cost-effective. Effective digital resource management also requires cooperation within an individual library, e.g. among library teams such as technical services sections and public services sections."

2006 Institute Participant.

Challenges

"The uncertainties of government funding and human resources policy in tertiary section have caused latent psychological frustration among staff. However, it seems to be a norm for all organisations following a trend of "doing more with less". How can a library leader lead his team in such adverse context and manage to get result?"

2006 Institute Participant.

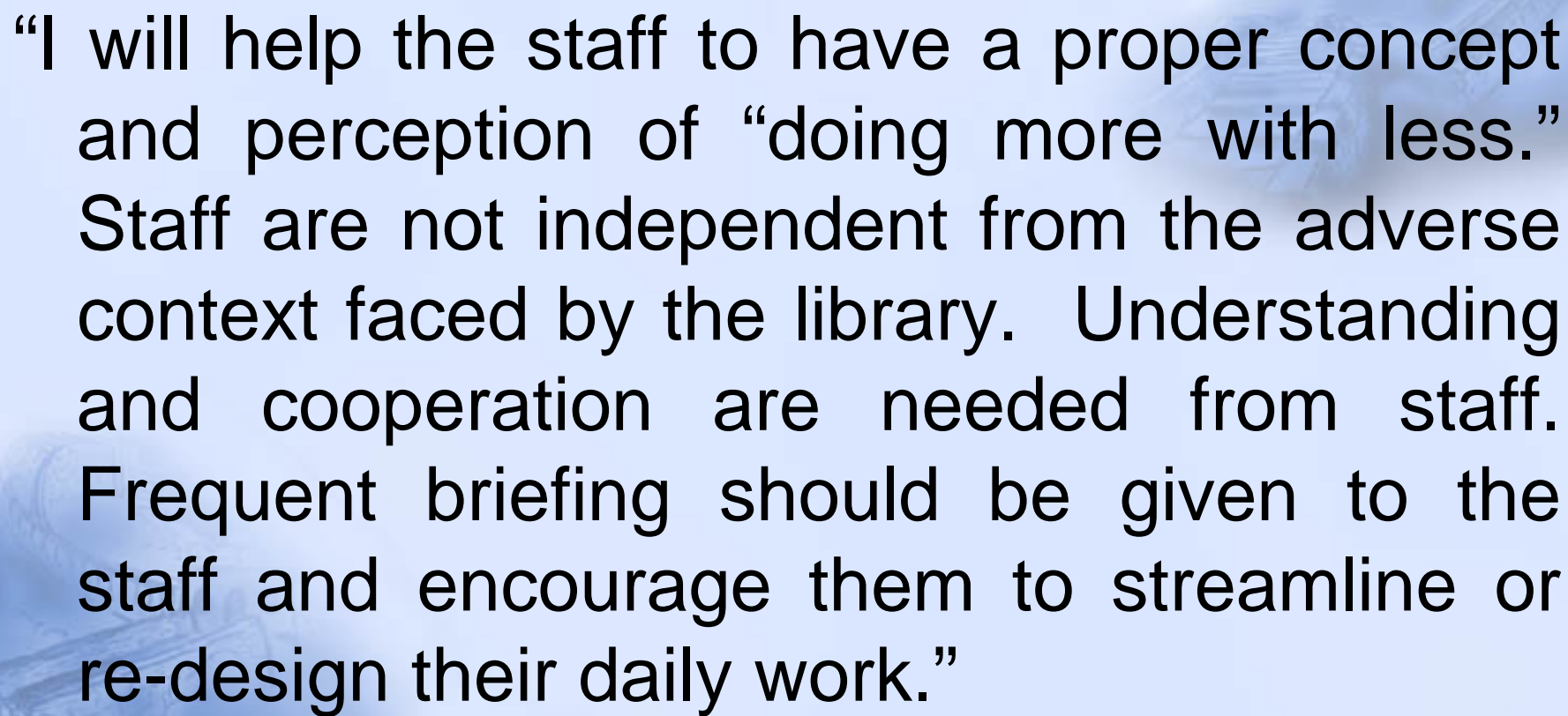# Institute content to meet challenges

- 1st Institute (2003)
  - changing organisational paradigms
  - problem solving
  - performance management
  - project management, and
  - collaboration.
- 4th Institute (2006)
  - technology and converging changes
  - information management policy
  - open access publishing
  - forging new collaborations
  - scenario planning
  - strategic planning, and
  - project management for an institutional repository
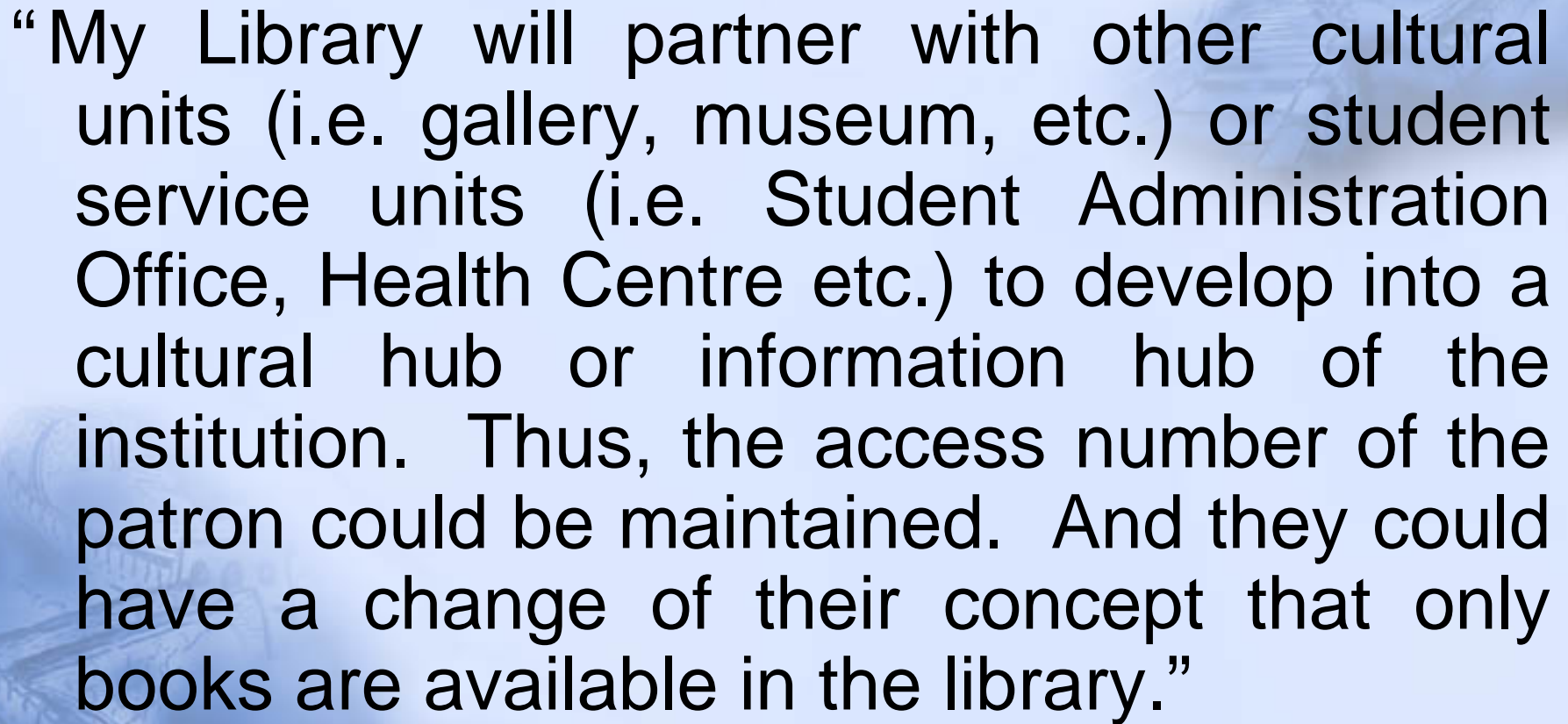
5 Meeting participants' needs

Overcoming identified challenges

- Based upon what you have heard and learnt at the Institute:
  - what can *you personally* do to overcome the three challenges you identified prior to the Institute; and,
  - what can *your library* do to overcome the three challenges you identified prior to the Institute.

"I will help the staff to have a proper concept and perception of "doing more with less." Staff are not independent from the adverse context faced by the library. Understanding and cooperation are needed from staff. Frequent briefing should be given to the staff and encourage them to streamline or re-design their daily work."

2006 Institute Participant

"My Library will partner with other cultural units (i.e. gallery, museum, etc.) or student service units (i.e. Student Administration Office, Health Centre etc.) to develop into a cultural hub or information hub of the institution. Thus, the access number of the patron could be maintained. And they could have a change of their concept that only books are available in the library."

2006 Institute Participant

- "My library will adopt a management style which takes into consideration humanity. We will create good working relationships among staff and offer awards or encouragement."

  - 2006 Institute Participant

6 Institute evaluation, participants' views and lessons learned

Evaluation

	2003	2004	2005	2006
Satisfaction with the way the event was conducted	8.3	9	8.9	8.73
Usefulness of the event	8.5	8.5	8.7	8.3

Participants' comments

"The Institute has confirmed that communications is the key to successful leadership and provided a variety of tools, skills, and techniques to help me. I hope by adopting these skills appropriately, I shall become a more effective manager and a better person overall."

2003 Institute Participant

"As a leader of a library, I must know how to balance my power and democracy. I will be a more facilitating leader."

2004 Institute Participant

Participants' comments

"It's a good career development activity. For mainland librarians it's a pretty new experience in terms of group discussion, case study."

2005 Institute Participant

"The Institute provides an excellent wake-up call for librarians about their future work environment."

2005 Institute Participant

Participants' comments

"Excellent! I've learned a lot. The speaker explains complicate concepts in a simple and easy understanding way, and the examples apply very much to our daily work."

2006 Institute Participant

"This Institute helps me in choosing/deciding our library direction and how can I work it out to ensure that the library and librarians are still relevant to the institution in future."

2006 Institute Participant

Issues and lessons learned

- Language
- Matching content to identified challenges
- Diverse range of management levels

7 Future directions

The Future?

- Expanding cultural diversity
- Including other information workers
- Consolidating identified challenges and how the Institute has helped participants
- Following up on past participants.

Thank you
謝謝！

For more information visit:
http://lib.hku.hk/leadership/