



Marching beyond the Libraries: towards the Management of Libraries in the Cyber-Physical Society through Efficient, Creative, and Innovative Leadership

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Abstract

Libraries need to be developed and improved greatly in the modern era, and this can only be accomplished with the help of good leaders and the cooperation, enthusiasm, and support of the library staff. This paper defines leadership and discusses why it's important in libraries. The changing dynamics of the society conceived by Alvin Toffler and further extended to the changes that took place after 'Third Wave' that covers from Digital Society to Cyber –Physical Society has been portrayed. The concepts of effective, innovative and creative leadership have been discussed in relation to the libraries. The paper argues that a leader rises to the occasion when they accept accountability. Intellectual capital is the foundation of today's competitive world and the dynamics of society, from the agrarian to the cyber-physical, depend on effective, imaginative, and creative leadership to march beyond the confines of libraries.

Keywords: Libraries, Leadership, Innovative Leadership, Creative Leadership, Cyber-Physical Society

1 Introduction

Libraries can no longer support the changing environment with their traditional roles. It is a common observation in many Indian libraries that a lack of leadership creates an unhealthy atmosphere that impedes the library's ability to grow and meet its objectives. As a result, modern leadership requires new abilities and perspectives that increase capacity. This holds true for all professions, not just those in libraries. In the context of societal, organizational, and competitive changes impacting academic libraries, Krishan Gopal (2006) emphasized the significance of effective leadership and the recognition of a critical component of leadership competencies.

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2. Concept of Leadership

According to Rapple (1997), a leader is someone who leads by example, takes the lead in any endeavor or movement, is followed by followers or disciples, is the most notable member of a profession, holds a prominent position and influence, is the first person in a line, or is in the front rank. Everywhere there is a revolution and change, and it's possible that these changes will pick up speed over time. The foundation of all these changes is leadership. All these changes that are occurring across the board are the result of leadership. It is a combination of both talent, competencies and skills. Peter Northouse (2002) defines leadership as *“a process where by an individual influences a group of individuals to achieve a common goal”*. Leadership is defined simply as *“the ability to inspire motivation in others to move toward a desirable vision. While management is focused on tasks, leadership is focused on the person. All in all, the best leadership drives change and long lasting motivation.* The ability to oversee academic and research libraries for improved productivity, visibility, and the development of creative and useful libraries is one of the most crucial abilities for librarians to possess.(Pasha & Jange, 2016).

The following are the salient features of leadership:

- It is an action;
- It is a complicated process.
- It entails motivating, encouraging, and inspiring people.
- It strives for a shared objective.
- It is there for followers or the group.
- There are several dimensions.

Making others feel engaged, important, and interested is the essence of leadership. Being a leader is a universal act. It is among the terms that has been studied and used the most. It is the act of directing followers' actions toward shared objectives. It is not innate; rather, it can be developed through desired, teachable behaviors. The situation, the leader, and the followers are the three pillars of leadership. The influence of leadership is determined by these three factors (Ranjana Mittal, 2015). It is essential to the success of any group endeavor, organization, establishment, government, and all of its agencies. Libraries are not exempt from this rule.

3. Dynamics of Society

Innovations and inventions are gaining momentum to save people from famine, illness, suffering, and other problems. The shift from a prehistoric tribal society to an agricultural one, and then to an industrial one, an information society, and an Android society, is one of the most notable shifts thus far observed. Alvin Toffler (1980) in his book ‘Third Wave’ elaborately discussed the transition from primitive tribal society to post-industrial society. He depicted each revolutionary changes as First, Second and Third Wave Societies. First Wave Society comprises of primitive/tribal society and agrarian society. Second Wave Society comprises of Industrial and post-industrial society. Third Wave Society comprises of Knowledge Society, Information Society

and Information –Literate Society. We now live in a society known as Android society because mobile technology and its related advancements are what drove the information technology revolution that followed, which propelled society forward and gave rise to the term "information society." In this digital age, we are transitioning to a cyber-physical society as a result of the widespread use of ICT and the Internet in all facets of our lives (Figure 1).

Information technology is being used widely, which is making society more dynamic and integrated. These implications have created several new challenges for the human factors profession. In an integrated society, changes and disruptions propagate fast and widely. As operations expand, it becomes more important to consider unusual events and circumstances when designing systems. With a growing reliance on information and communication technology (ICT) in many aspects of daily life, our society is transitioning to a cyber-physical one, underscoring the importance of cybersecurity. This also applies to the field of librarianship and libraries. A combination of science, technology, and engineering, the Cyber-Physical Society (CPS) is a society of the future. Our civilization is developing into a cyber-physical one that depends on ICT for all aspects of daily life. It is associated with adaptable people in both social and physical spaces (Zhuge, 2014).

In recent years, there has been a notable transformation of the library. The last few years have seen a discernible transition from traditional libraries to hybrid ones. To manage the modern hybrid libraries, LIS professionals must acquire, develop, and integrate the necessary learning process skills and competencies, including the effective use of ICT in libraries. As required by innovative librarianship and the emerging knowledge society, LIS professionals must possess or imbibe the leadership traits of innovation and creativity in order to manage the ever-changing libraries with the impact of ICT in the context of shifting societal dynamics.

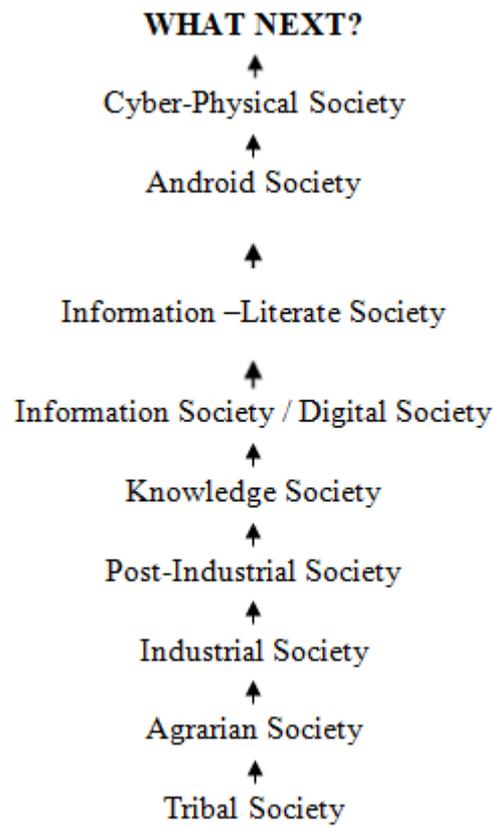


Figure 1: From Tribal Society to Cyber-Physical Society (Ramesh Babu, 2023)

4. Importance of Leadership in Libraries

The term "leadership" is often misused, especially in the context of libraries. Because there is a wide range of leadership styles and the term "leadership" has multiple meanings, it can be difficult to ascertain the precise meaning when discussing library leadership. Librarians recognize that influence is a process and that informal leaders are not the only ones who can exercise leadership. What's lacking is a more organized understanding of what makes for effective leadership. Although there are many different ways to define leadership, in the context of the library profession, it primarily refers to interpersonal relationships rather than personal traits (Mech, 1996).

It seems difficult to separate management from library leadership because they are intertwined (Farrell 2013). The ability of a librarian or the head of the library to confidently lead and manage a team of colleagues through acts of kindness that reflect a passion for creativity, innovation, and the advancement of the library is known as library leadership. According to Boel, Bothma and Olwagen (2012), Library leadership is the *“ability to be visionary, to embrace change and to*

anticipate future information technologies, thereby providing strategic direction for their libraries and the ability to motivate their colleagues to share the vision, will empower library leaders for the digital demands of the 21st century". Despite the abundance of literature addressing leadership competencies for many professions and the development of lists of competencies for practitioners in various fields by professional organizations, there is little in the library literature addressing competencies for library leaders (Ammons-Stephens et al., 2009, p. 63).

It is thought that in libraries, leadership is crucial. The ability to oversee academic and research libraries is one of the most crucial abilities for librarians to possess in order to boost output, visibility, and the development of creative and useful libraries. Leadership in libraries is sorely needed, even though the field in India is still in its infancy. The following elements point to its importance in libraries and in the Library and Information Science (LIS) departments:

- As a service-oriented profession, libraries must operate in unity but not in isolation. Stated differently, the success of the library is contingent upon the collective efforts of the staff, not just the librarian.
- With rare exceptions, unity and team building are uncommon in libraries, particularly academic libraries, which lowers the caliber of services provided.
- The teaching department's and the library's lack of coordination and correlation highlights the necessity of competent leadership at the upper echelons of the organization.

Through ongoing professional development initiatives and on-the-job training, librarians hone their leadership abilities. Practices and experience help to develop a leader's capabilities. Libraries can employ various tactics to foster leadership qualities in their personnel, such as involving them in task forces, committees, coordinator duties, job rotation, and strategic planning. It is the responsibility of library administrators to establish an atmosphere that supports learning. As the field continues to change quickly, leadership will play an even more crucial role in the role of a library and information professional.

In addition, library directors should consider how future technological advancements might significantly impact their field. They should also be equipped with the necessary knowledge and abilities to manage libraries for those who will continue in the field and be impacted. Finally, library directors should pay attention to some of the expectations that were highlighted in the aforementioned survey result, including being people-first, visionary, and change agents. In addition to showing the gap between leadership theories and realism, it seems that the issues with library leadership also represent some discrepancies between reality and practice. Although there have been some survival crises in the profession, library administrators have continued to

prioritize traditional skills and transactional management perspectives when hiring new professionals (Maciel et al., 2018).

5. Effective Leadership

Over the past few decades, academic libraries have had to adapt to the emergence of new activities and operations. To achieve innovation in their library, a leader must be able to think creatively, inspire creativity in their team, communicate effectively, and take initiative. Ideas are the foundation of effective leadership, but ideas cannot be effectively communicated to others unless they can be engaged. It is a potent blend of character attributes and the capacity to think and behave like a leader someone who guides the actions of others for the benefit of all. In the end, it's about devising a means by which individuals can participate in achieving something truly remarkable. It generally refers to persuading people to follow the organization's objectives and pushing them to do so. Leadership must be founded on creativity for this influence to be real and effective.

Donald Riggs (1997) summed up the 14 tasks of effective leaders in the library, which are as follows:

1. Create a deliberate consistency.
2. Adopt the new perspective.
3. Give up expecting quality assurance from bulk inspection.
4. Cut costs rather than assigning contracts purely on the basis of price.
5. Constantly and permanently enhance the system for production and services.
6. Every employee receives institutionalized training.
7. Assume and use a leadership role.
8. Let go of your fear.
9. Clear the staff areas of any obstructions.
10. Do away with slogans, exhortations, and workforce targets.
11. Do away with numerical quotas for the workforce and numerical goals for management staff.
12. Remove barriers that make people feel less proud of their work.
13. Encourage everyone's academic and personal growth.
14. Finally, proceed to finish the change.

6. Innovative Leadership

Innovating is one of the most important things any organisation can do to stay alive. Innovation involves three concepts namely result, process, and mindset. Innovative leadership is the process of leading teams and projects with originality and creativity. Innovative methods and strategies

are widely employed by creative leaders to inspire productivity above and beyond what is typically achieved. By combining various leadership philosophies, "innovation leadership" refers to a management strategy designed to promote a more imaginative, capable, and cooperative workplace. Businesses and industries that frequently encounter uncertain, ambiguous, and risky situations can benefit from hiring creative and innovative leaders because innovation is especially important in these situations. Another facet of innovative leadership is being willing to consider new concepts or approaches, which can be challenging for people who would rather stick to tried-and-true methods. It is a method of leadership that places a strong emphasis on the value of adaptation, flexibility, and change. The capacity to quickly design and develop new goods, services, procedures, and business practices is a defining trait of innovative organizations and leaders. This capacity enables them to adapt to the changing needs of their clientele and stay ahead of a market that is changing quickly. In order to meet people's needs and address current and future issues, it describes the introduction of a completely new approach, good, service, strategy, or concept. It is a strategy and way of thinking that combines different leadership philosophies to inspire employees to come up with creative ideas for products and services. In the practice of innovation leadership, the innovation leader is essential.

Since ideation is the first step in successful innovation, every organization, including libraries, should prioritize innovation leadership. This is because great ideas are conceptualized during this stage. Innovative leadership benefits businesses in many ways, including enhanced problem-solving skills, increased customer satisfaction, increased organizational cohesion, increased employee engagement, improved hiring practices and retention rates, and the ability to quickly modify goods and services to meet market demands. The capacity of creative leadership to increase an organization's lifespan and contribute to its success makes it crucial. It alludes to company executives who work to enhance a business model by implementing significant adjustments that facilitate its adaptation and advancement. These significant changes can be developed by identifying the various minor problems that a business encounters and devising a plan to address each one with a single adjustment. To help businesses succeed, innovative leaders combine real-world experience and research.

6.1 What are the Steps Involved in Innovation Leadership?

The following are five methods that leaders and librarians can use to demonstrate innovation leadership:

1. Create a psychologically secure environment at work. Workers who experience psychological safety are more likely to exchange ideas. They are more willing to take chances, express their creativity, and speak their minds.
2. Lower the obstacles to trying new things. Make it simple for your group to experiment with novel ideas. Give them challenges based on their ideas and let them test them out, even if it's just on a small scale.
3. Establish a system of communication that works. Innovation requires effective communication. Make sure that guidelines, tactics, and expectations are all appropriately communicated. Additionally, be sure to maintain an open and quick flow of information.

4. Encourage a diverse atmosphere. Urge people to get along well with each other in spite of their differences because different viewpoints can greatly aid in problem solving and producing excellent results.
5. Stress the importance of teamwork. Encourage your staff to voice their opinions, regardless of how they may conflict with those of their coworkers. Understanding the benefits and drawbacks of bringing ideas to life can be aided by creative conflicts.

6.2 Innovation Leadership: the Top 10 Dos and Don'ts

1. *Create a distinct vision.* Your objectives and strategic plans for innovation will be based on your vision.
2. *Develop a compelling and far-reaching innovation plan.* Make these innovation strategies clear and make sure your efforts are in line with them.
3. *Encourage and foster creativity within your group.* Invite them to express their thoughts. Give praise for accomplishments.
4. *Develop a mindset of innovation.* Teach your staff to overcome obstacles and create innovative goods, services, and procedures.
5. *Avoid working on innovative projects alone.* It takes more than one person to innovate. Work together with your staff and motivate them to take an active role in it.
6. *Control reliance on outside sources.* For a smooth process, manage resources and other innovative endeavors involving outside parties.
7. *Develop the innovative skillset of your team.* To help your staff become more adept at innovation, provide them training and opportunities.
8. *Give your staff the appropriate resources for innovation.* Determine the tools you'll need to ensure the success of your innovation.
9. *Eliminate the fuzzy feeling.* Make sure your innovation system follows the six steps of the innovation framework to prevent fuzzy thinking in innovation.
10. Create a consistent working style. The entire process of innovation needs everyone's support. Together, work through each innovation phase.

It is possible to determine how closely vision, innovation, and leadership styles are related by carefully examining Martin's (2016) work on academic library leadership. Important leadership traits include being creative, having the confidence to move forward in a changing environment, and creating and sharing a vision for the library. Libraries are embracing new technologies and developing vibrant, dynamic community centers with the aid of creativity, reimagining, and vision. The most recent advancements in information and communication technology (ICT),

such as mobile technology, e-books, and social media platforms like Facebook and Twitter, present fantastic new possibilities for managing libraries and providing information services.

Many professionals who are not conversant with the intricacies of innovation continue to be perplexed as to why brilliant ideas do not consistently find widespread application and swiftly garner a high degree of acceptance within the intended user community. There's no doubt that a more innovative atmosphere and increased flow of new ideas will be produced in the library by more flattened structures and transformational styles that empower organization members. The leadership of libraries will need to develop plans that support both established services and innovative initiatives that could result in the creation of entirely new services in order to maintain this atmosphere (Jantz, 2012).

Innovative librarians are able to try new things, adjust, and find creative ways to change the way things work. This also has an impact on innovative service strategies. Innovative efforts by librarians to create and implement new services are purposeful, well-thought-out actions meant to encourage competition among libraries and guarantee user satisfaction by holding each other accountable for maintaining standards and benchmarks. They alone are able to guarantee the caliber of the data and services they offer. Because of this, the librarians need to be creative to keep the library going, especially in terms of user satisfaction.

7. Creative Leadership

Leaders who wish to enhance work environments also require creativity, as do employees and librarians in order to come up with new ideas. Among other things, the outcomes of creativity have a big influence on leaders' supportive behaviors. Creativity is the capacity to produce meaningful ideas and apply them critically in an organizational setting. It is a prerequisite for innovation and is also necessary for the successful application of ideas. Thus, analytical creativity can lead to innovative products and technologies as well as a competitive advantage.

A creative leader encourages others to focus their abilities and energies on conquering challenges. Instead of giving instructions or doing the work themselves, they assume the role of advisors or guides during the problem-solving procedure. Once they give up control, they help others achieve their own goals. Although these creative leadership skills are teachable, most businesses find that they don't align well with this traditional management style (Basadur, 2004). Being creative entails creating something novel that did not previously exist, be it a new industrial or commercial product, a novel technique or strategy, or an innovative idea and point of view that must be taken seriously, novel, and advantageous. The ability to produce a product or idea that is both novel and appropriate in a given context is known as creativity, and it is a prerequisite for innovation, change, and employee satisfaction. The innate human capacity for creativity can enrich a person's personal and professional life. It is a skill that can be developed regardless of artistic aptitude, educational background, or professional experience.

Organizational studies often use the term "creative leadership," which was first used in 1957. Applying innovative thinking to solve difficult problems and adjust to changing conditions is a management strategy known as "creative leadership". Considering the impact of their work on clients, employees, and the environment, innovative leaders often come up with new ideas to

achieve their goals and improve the company they work for. Creative leadership is often helpful in sectors like technology or fashion that undergo rapid change and need to introduce new goods or styles to satisfy consumers. It fosters vision, sparks fresh thinking, develops a variety of strategies, yields inherently inventive results, and serves as a catalyst for positive change (Sohmen, 2015). Leaders that practice creative leadership are better able to establish organizational environments that support and nurture each person's natural capacity for creativity. It gives leaders the resources they require to successfully manage change processes, enabling them to positively influence organizations. This is also applicable to the field of libraries, where patrons' information needs are ever-changing and dynamic due to technological advancements. Those in higher education institutions, the library profession as a whole, and library leadership roles need to promote greater creativity in librarianship and foster a culture that values failures as much as successes.

Academic libraries are usually the first to suffer staff reductions, hiring freezes, and budget cuts when higher education is financially strapped. Because of this, creativity could come across as a luxury or as an effort to force libraries to meet their requirements without enough resources and staff. However, innovation is crucial at all organizational levels if an academic library is to adapt to the modern problems facing higher education. Change is necessary for adaptation, and the spark for change is creativity.

7.1 The Importance of Creative Leadership

The following factors have made creative leadership an urgent need in many organizations:

- Through brainstorming teams, it cultivates interpersonal skills and group creativity (Al-Faouri, 2005, p. 183.).
- The team's ability to be creative is crucial to their work, and it is this combination that fosters an engaged leadership culture that inspires innovation.
- The organization's leadership is responsible for achieving the goals established in accordance with efficiency standards.
- Keeping abreast of organizational advancements and leveraging them to one's benefit (Zhang, Sun, Zheng, and Liu, 2019).

7.2 Essential Conditions for Innovative Leadership

Among the prerequisites needed to fulfill the objectives of creative leadership are:

- Taking on leadership responsibilities and implementing modern leadership and management concepts, including the ability to make well-reasoned decisions and the use of time management, situational leadership, transformational leadership, change management, management by objectives, and total quality management.

- Examples of foresight include anticipating situations and events, making plans in advance, and being able to recognize and objectively evaluate both internal and external factors.
- Seek out projects with an innovative and creative bent to gather an assortment of remarkable, unusual, and one-of-a-kind concepts.
- Recognize the opposing viewpoint and accept criticism, even when it is held by a majority of people.
- Create extremely effective and efficient incentives and systems that help people become more focused on their work.

8. Library/Information Professionals Leadership Agenda/Strategy

“Librarians have been the real heroes of the digital revolution in higher education. They are the ones who have seen the farthest, done the most, accepted the hardest challenges, and demonstrated most clearly the benefits of digital information. In the process, they have turned their own field upside down and have revolutionized their professional training. It is testimony to their success that we take their achievement—and their information-management systems for granted” (Breivik and Gee, 2006).

The following initiatives are recommended and may prove fruitful:

- Raising professional awareness of the need for leadership development skills.
- Information professionals and librarians developing their own leadership abilities.
- Including leadership development in the strategic planning of the library/information center.
- A leadership development program that progresses from top to bottom on the ladder.
- Curriculum development for leadership skills should be incorporated into library and information schools.
- To improve the development of skills and knowledge, librarians and information professionals must maintain a strong network both inside and outside of their organization (Fadehan, 2010).

It is suggested that library leadership adhere to the following in order to meet the necessary standards:

- Put people first by simplifying services to make library use easier for patrons.
- Promote a culture that values cutting-edge technology, new services, and innovation.

- Make content creation, distribution, and discovery accessible to all.
- Remove barriers that keep individuals from utilizing services, collections, programs, and facilities.
- Implement a more cohesive and all-encompassing approach to offering services to libraries in general.
- Try to establish yourself as the go-to resource.
- Take necessary risks and experiment by trying new things and new ways of doing things!
- All users of the library must be supported in their efforts to learn.
- It must promote the sharing of common values and raise everyone's degree of contentment and fulfillment, (Esse, 2022).

To guarantee that users of the library receive first-rate assistance and information sharing, the library needs effective leadership. Academic library leaders should always adopt excellent and brilliant leadership styles in order to lead effectively and accomplish organizational (library) goals. Furthermore, a strong sense of community among academic staff members is fostered by strong leadership, and this in turn promotes innovation and a dynamic work environment that supports top-notch staff and service delivery. Librarians should routinely take part in training in order to enable them to deliver their services in the face of revolutionary changes in an effective and efficient manner (Alex-Nmecha& David-West, 2022).

Future LIS professionals are advised to have the necessary leadership attributes, proficiencies, and abilities to succeed in the context of the Cyber-Physical Society and in digital library environments. A new generation of LIS professionals in this society should be represented by someone who can lead with effectiveness, who possesses the necessary abilities, and who can serve as a mentor or facilitator to help the user locate and evaluate the information they require.

9. Leadership in LIS Education

Even though library leadership is covered in the curriculum for "Library management," it is not a specialty, and this needs to be stressed more. One of the papers in the Library and Information Science Master's Degree program, named as "*Management of Library and Information Centers*". Its goal is to develop the theoretical skills necessary for managing the various resources in a library setup. Without a doubt, the field of leadership in library and information science (LIS) education merits consideration and advancement. What is meant by "library leadership"? Should LIS curricula include leadership development? Or should professional development in the workplace include instruction on leadership?

Among library employees and administration who usually believe that people in management roles are the only ones capable of exercising leadership. But being a leader is more than just handling people on a daily basis. Gaining leadership abilities can be accomplished through MLIS program coursework, real-world experiences, professional experiences, or a mix of these. The fact that leadership is one of the Core Competencies highlights how crucial it is for a professional librarian to possess and how it promotes the success of the librarian.

The published research highlights the importance of leadership development courses for future librarians. Teaching leadership skills in MLIS programs is one way to inspire future librarians to take on leadership roles in the workplace. There are two options: the first is a stand-alone course that covers every aspect of leadership, including opportunities, challenges, styles, attributes, and principles. This course should ideally be required. The second option is to include leadership education in every course that a program offers. The ambiguities surrounding definitions of leadership, traits of library leaders, library leadership and organizational change, the next generation of librarians, etc., need to be covered in LIS curricula.

10. Conclusion

Although library leadership is desperately needed, academic librarianship in India is still in its infancy. It is clear that any organization hoping to stay competitive in the twenty-first century needs creative leadership. The road map for academic librarians' service delivery is effective leadership. Two fundamental ideas—leadership and innovation—had to be examined in order to better comprehend innovative leadership. It is no longer acceptable to minimize or disregard leadership in libraries; instead, it needs to be given top priority and a capital L. Libraries will inevitably regress into the future in the absence of strong, dynamic, and visionary leadership (Riggs, 2001). In addition to helping and guiding the employee more effectively, the librarian acts as a leader and has an impact on his behavior and attitude. The librarian's image is the image of the profession. The librarian's image embodies every aspect of his personality. His principles, his actions, and his character make up his entire personality (Kumar, 2007).

Librarians can enhance their innovative work behavior by putting the principles of creative and innovative leadership to use. Future libraries will be fostered in large part by innovation, creativity, and leadership. Thus, the leadership of the academic library needs to concentrate on initiatives that will empower the librarians and provide them with motivation to strive for customer satisfaction with the services they provide. Today's LIS professionals must take on the difficult task of anticipating the future and making sure their workplace libraries will be able to serve the needs of the public and the clientele in the Cyber-Physical Society.

I conclude with a slokha from Bhagawad Gita, which reads as:

YadhaaYadhaa Hi Dharmasya

GlaanirBhavatiBhaarata

AbhyuttanamAdharmasya

TadatmanamShrujamyaham

A leader rises to the occasion when they accept accountability. Intellectual capital is the foundation of today's competitive world, and the dynamics of society, from the agrarian to the cyber-physical, depend on effective, imaginative, and creative leadership to advance beyond the confines of libraries.

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