

InULA

# Innuendo

Volume 7, Number 1 October 1989

## Models of leadership change

by James G. Neal

North American research libraries are experiencing increased turnover in management personnel. The combination of retirements, moves to positions in other industries, and returns to "librarianship and research" has fueled this trend. It is noteworthy that a renewed focus on leadership in the profession has been matched by a paradoxical expansion in leadership instability.

Issues related to management succession have spawned a new literature on the characteristics of leadership change. Two recent monographs are excellent examples of the research being carried out in this field: *The Dynamics of Taking Charge* by John Gabarro (Har-

vard, 1987) and *Making a Leadership Change* by Thomas G. Gilmore (Jossey-Bass, 1988).

"The trouble is you have to keep the business running while you learn about it." This is a quote from one of the new managers interviewed in Gabarro's study. His focus is the organizational and interpersonal dynamics of how new managers "take charge" — the stages of learning and action. He explores the situational and personal background factors which influence patterns of leadership change. And he identifies those characteristics that distinguish successful transitions. For Gabarro, "taking charge" is the process of establishing "mastery and influence" in a new

assignment, mastery being an understanding of the organization, its tasks, people, environment and problems, and influence being the impact on the organization, its structure, practices and performance.

Gabarro's research identified a series of five predictable stages through which all new managers pass, albeit highly individualistic and situationally dependent. The five stages are: Taking Hold, a period of orientational and evaluative learning and corrective action; Immersion, a period of relatively little change but more reflective and penetrating learning; Reshaping, a period a major change acting on the under-

*please turn to page 6*

# From the Editor

---

by Rebecca Cape

This is a new year for InULA and the *Innuendo*. Since this is our annual “membership” issue we have included information about InULA, its purpose, its officers, the Research Incentive Fund, and InULA’s new logo.

James Neal, who began as Dean of the Indiana University Li-

braries on September 1, agreed to write the feature article for this issue. The topic he chose, Models of Leadership Change, is a most timely one.

InULA committees are now in the process of being organized so if you would like to serve on the Publications Committee please let me know. If you

have an idea for an article, whether you want to write it or not, send it along to me. If you like what we’re doing, and perhaps more importantly, if you don’t like something, let us know about it.

*(Rebecca Cape is Assistant Curator of Manuscripts, Lilly Library, IU-Bloomington)*

## Research Incentive Fund

---

The InULA Research Incentive Fund is intended to encourage and support research by providing funding for research projects of any size or scope. Because it is often difficult for beginning researchers to obtain research grants, project proposals submitted by untenured librarians will receive top priority. However, all requests will be considered.

This award is to be used for support in the following categories:

1. Seed support of research and research-related activities used to develop a larger research proposal.
2. Funds for research equipment or materials.
3. Travel to support the research project.
4. Publication subsidies.
5. Other needs not defined above, including copying, secretarial services, preparation of graphics for publications, computing services, ILL costs, postage, telephone, etc.

Any regular member of InULA is eligible to apply by filling out the InULA Research Incentive Fund application form available from the President of InULA. Awards are available each quarter, and the deadlines for application for each quarter are August 31, November 30, February 28, and May 31.

# Notes from InULA

---

by Rosann Auchstetter

On behalf of the InULA Executive Board and the Association Members, I wish to welcome Dean James Neal to Indiana University Libraries and InULA. I also wish to welcome other new members.

With the beginning of a new academic year, Library administration, and Board, this may be the year for InULA to reflect on its goals and the direction it needs to take to achieve them. Because we will soon have the results of the recent membership survey, it may benefit us to pause and reflect on the organization's goals and objectives.

This survey will offer the Executive Board some guidance and insight into the expectations you, the members, have in InULA. It should also assist the Board in formulating new goals and objectives for the organization. For InULA to be a beneficial organization it should support the needs of the librarians of Indiana University Libraries. Beyond the announcements of the research grants and the publication of the *Innuendo*, the visibility of InULA is almost non-existent.

If InULA has an important part in the professional development of Indiana University librarians, it is not readily apparent. InULA needs to become more visible. To become more visible, we as a group need to have more clearly developed goals.

In the past the direction of InULA has reflected the interests and needs of the members. These needs and interests have changed over the years. Today the direction and goals of InULA may not be as clear as they once were. The most visible role of InULA today seems to relate to supporting research and development. The scholarship and the grants InULA offers supporting the research of members are highly valued. However, for the organization to support the research grant programs, we need to have committed and active members.

Historically we have relied on the efforts of a few, the annual National Library Week Book Sale, and the InULA Auction to support the activities of the organization from one year to the next. If supporting research

projects is the single most important role of InULA, the Executive Board must review how to guarantee the continuation of these programs. We as members must become more active in fund raising so this support can be continued.

ALA has begun to recognize the important role of organizations such as InULA. At the 1989 Annual Meeting, the Board of ACRL voted unanimously for the creation of the Academic Librarians Association Discussion Group (ALiAS). Sylvia Burbach (IU-B) is serving as the chair of the group and is planning the midwinter meeting in Chicago, 1990.

Another indication of the expanding importance of InULA for IU librarians is the steadily growing number of members from all IU campuses. Elected officers and chairs of committees are no longer from only the Bloomington campus. This is a reflection that InULA is no longer viewed as an organization only for Bloomington campus librarians.

*please turn to page 4*

# InULA: Indiana University Librarians Association

---

InULA was founded in the 1960s to enable librarians in the Indiana University system to work together to gain recognition for their professional work and to obtain faculty status within the University. It continues today with two purposes: to promote excellence in library service and to provide opportunities for continuing education and professional growth for library employees. To accomplish these purposes, InULA sponsors programs and workshops, publishes a newsletter, the *Innuendo*, provides Research Incentive Funds to support the scholarly research

of its members, awards scholarships, and sponsors an annual National Library Week Book Sale. All of the work of the organization is done by volunteer members.

InULA has six regular committees. The Continuing Education Committee sponsors a workshop each year; the Publications Committee edits and publishes the *Innuendo*; the Constitution Committee reviews the constitution and by-laws as necessary; and the Program and Social Committee plans the programs and social activities of InULA, such as the

annual auction. There are two committees associated with National Library Week: the Book Sale Committee coordinates the annual book sale and the Special Events Committee plans and coordinates other National Library Week activities.

Anyone can become a member and serve on a committee. Library faculty members are eligible to be voting members. Anyone else interested in the purposes of the organization is welcome to become a "Friend." A membership form is available in this issue of the *Innuendo*.

---

## Notes from InULA

*-continued from page 3*

I would like to hear from you, the members, throughout the year. I invite your opinions on the role and on the various activities of InULA. I hope there will be a feeling of openness between the Executive Board and the members so ideas can be communicated. Without hearing from you, the members, the Board operates in a vac-

uum. InULA is nothing without your support and willingness to participate in the organization's activities whether they be by serving on committees, writing articles for the *Innuendo*, or by attending meetings and workshops. Make it something by becoming an active member in 1989-1990.

*(Rosann Auchstetter is Assistant Art Librarian, Fine Arts Library, IU-Bloomington)*

The InULA *Innuendo* is a publication of the Indiana University Librarian's Association. Imag-  
esetting prepared by Don Nissen, Jeffrey Road Design. Photoreproduction by Courthouse Square Quickprint, Bloomington, IN. Letters and comments should be addressed to Rebecca Cape, Lilly Library, Bloomington, Indiana 47405, or VAX GOLD: GIBSON.

# New logo for InULA

by Maudine Williams

*Indiana University*



**Librarians Association**

InULA now has a new logo, thanks to a contest sponsored by the Publications Committee. Maudine Williams, Publications Committee member, and Rosann Auchstetter, Board member, were asked to be in charge of this project.

Announcements of the logo competition were distributed in the School of Fine Arts/Bloomington and the Herron School of Art/IUPUI. They were also sent to all InULA members and to appropriate people on the Regional Campuses. Prospective designers were given a brief historical sketch of InULA and examples of our current publications. They were instructed to embody the concepts of librarians and I.U. in their design, to consider ease of reproduction reduction/enlargement, and to present it in cam-

era-ready format. The creator of the winning design would be awarded \$100.00.

As a result of this effort, four individuals submitted a total of six designs. At the regular Board Meeting of May 23, 1989, these were critiqued; with one submitted by Tom Dougherty of Bloomington being selected as the winning entry.

The design can be enhanced by incorporating the color red for use on stationary and certain publications. The first time this new logo was used was on the announcement for the InULA picnic to meet Dean James Neal.

*(Maudine Williams is Head of the Herron School of Art Library)*

## New InULA Officers

**President:**

Rosann Auchstetter

**Treasurer:**

Mary Bopp

**Vice-President:**

Gabrielle Carr

**Representatives At Large:**

Marie Wright

Joanne Switzer

Kris Brancolini

**Secretary:**

Marianne Mason

## ***Models of Change***

*continued from page 1*

cured; Consolidation; and Refinement. Progression through these stages typically takes 2 1/2 - 3 years.

Failure to take charge successfully, according to Gabarro, can be attributed to a lack of prior relevant experience and to poor working relationships with key people both inside and outside the organization. Success is a result of three essential abilities: to assess the organization and diagnose critical problems, to build a management team focused on a set of shared expectations, and to bring about timely changes that address organizational problems and opportunities.

Thomas Gilmore takes a more comprehensive view of leadership change, focusing as well on the "reality of leadership turnover" and the key steps in replacing managers. He cites the parable of the blind men trying to describe an elephant: one feels the trunk and says that an elephant is like a snake, another feels a leg and declares an elephant is like a tree, and so on. Similarly, the various participants in a leadership tran-

sition have different vantage points and thus dramatically different perceptions.

---

**"...first impressions  
powerfully shape  
key working  
relationships..."**



Based upon his research, Gilmore proposes a series of guidelines for the new manager. Be aware that first impressions powerfully shape key working relationships and that during the first few months, "trivial issues will be spun into theories." New managers inevitably find a bottleneck of issues waiting for their attention, and the appropriate response is a better pattern of delegation. A major challenge will be the immediate choice about the relative time and attention to be devoted to internal versus external issues. A focus on a "change

agenda" followed by constructive input from the staff should not be allowed to set in motion a pattern of perceived staff resistance and managerial disappointment which can only isolate the manager and encourage "lone ranger" strategies. Successful leaders set a direction, build the direction into the structure and the people, regulate conflicts, and manage the changes necessary to implement new directions without provoking anxieties about aggression and control.

What distinguishes this new writing on leadership change from the "pop and pap" of the management literature? It is the research base upon which it is being constructed and the sensitivity to the complexity of the issues being explored. The dynamics of leadership change in large research libraries command our attention and it is encouraging that a timely and insightful body of new information is available to help understand and evaluate the process.

*(James G. Neal is Dean of the Indiana University Libraries)*

# You are Invited to become a member of InUCLA The Indiana University Librarians Association

**REGULAR** membership is available to any person who holds an appointment as a library faculty member on any IU campus. One year free membership is offered to all new faculty appointed after May 1. New Library Faculty must send in this form to be added to the membership roster.

**ASSOCIATE** membership is available to all other librarians, retired library faculty, and SLIS faculty.

**FRIENDS** membership is available to all others who would like to support InUCLA and its purposes.

Mail check and completed form to: Mary Bopp, InUCLA Treasurer  
UGLS  
Main Library w121  
Bloomington

## Type of Membership:

☐ Regular (\$10)

☐ Associate (\$6)

☐ Regular, New (free)

☐ Friend (\$3)

## Committee Interests:

☐ Constitution

☐ Continuing Education

☐ Book Sale

☐ National Library Week Special Events

☐ Program & Social

☐ Publications

☐ Ad Hoc

☐ I would be interested in chairing an InUCLA committee  
(regular members only)

Name: \_\_\_\_\_

Library address: \_\_\_\_\_

Telephone (indicate office or home): \_\_\_\_\_

Status (library faculty, support staff member, SLIS student): \_\_\_\_\_