9-10-2014

Dilemmas: Leadership in Public Services: Bridging the Management Gap

Anita Mirijamdotter
Luleå University of Technology, anita.mirijamdotter@ltu.se

Mary M. Somerville
University of Colorado, Denver, msomerville@pacific.edu

Follow this and additional works at: http://scholarlycommons.pacific.edu/libraries-pres

Part of the Library and Information Science Commons

Recommended Citation
Mirijamdotter, Anita and Somerville, Mary M., "Dilemmas: Leadership in Public Services: Bridging the Management Gap" (2014).
University Libraries Librarian and Staff Presentations. 38.
http://scholarlycommons.pacific.edu/libraries-pres/38
Dilemmas: Leadership in Public Services – Bridging the Management Gap

Anita Mirijamdotter
Mary M. Somerville
Aim and Context

- Exploring theories and methods for transformational leadership
- Long term research – more than a decade – in three library organisations (North America)
- Information Technology developments as catalyst for needed organisational changes, including roles and relationships, and as a means
Guiding theories

• Systems Thinking
  – soft systems design; inclusive and participatory; iterative evaluation;

• Information Management
  – Informed Learning theory; intentional use of information to learn, collective reflection on information practices

• Enabling structures and processes
  – information exchange, reflective dialogue, knowledge creation, and action
Processes for Organisational Meaning model

- Information exchange
- Reflective dialogue
- Knowledge creation
- Action
Inclusive methods – Soft Systems Methodology

• Rich Picture renderings of
  – present situation(s)
  – visions for the future
  – relationships, processes, structures

... to enable dialogue, reflection ... and decision on action
Examples – the library as a work place
Example – modes of communication
Benefits

• multi-level exploration of unstructured real-world problematical situations through seeing the system as a whole
• continuing inquiry and ongoing evaluation
• evidence-based decision making and action taking
• collaborative culture of inter-professional dialogue and reflection
Results so far –
Informed Systems Methodology

- Systems Thinking
- Using information to learn
- Design for information and knowledge exchange
- Information Technology as enabler for new ways of acting and providing services
- Transferable - enables an agile ‘informed’ environment for continuous co-design of organizational futures
However, dilemmas (some)

- Organizational dilemmas due to developments in information technology and in its use
  - traditional roles irreversibly altered due to new expectations
  - leadership decentralized and transformational

How to balance !?

- not everyone comfortable in shared leadership, i.e., decision making roles and responsibilities
- still need for centralized leadership and separable by formal position
Thank you for your attention!

Anita.Mirijamdotter@lnu.se
Mary.Somerville@ucdenver.edu
Selected References


