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**QUALITY SAMPLE OF PUBLIC LIBRARIES LEADERSHIP
AND MANAGEMENT IN CZECH REPUBLIC**

ABSTRACT:

This article presents partial results obtained by qualitative research within the survey "The modern management methods". At the outset we briefly introduce the used methodology. The main contribution of the paper is the analysis of the data obtained from qualitative research carried out on the sample of leaders of libraries, librarians and librarians-students and from in-depth interviews with selected leaders of libraries. The aim is to present the perception of management and leadership of libraries by leaders of libraries and librarians themselves. On the basis of the findings of the research, we created twelve myths related to the library management, and, consequently, we try to find responses.

KEYWORDS:

Analysis of library management. Leader of library. Leadership of library. Librarian. Library management. Public library. Qualitative research.

Introduction

The main aim of this paper is to summarize a comprehensive insight into the problems of library management in the Czech republic. Czech public libraries have found themselves on the imaginary crossroads and now they must decide which way to go. In the last 25 years since the Velvet revolution, libraries have been transformed beyond recognition. Vision 2025 Österreichische Nationalbibliothek [8] best describes where the libraries should go. This vision sees itself as a center of knowledge for the 21st century. Consequently, libraries should focus their effort on five directions: 1) digitalization, 2) collection and provision of knowledge in any form, 3) offering of quick and easy access to knowledge, 4) penetrating the European Research Area and doing various and effective researches, 5) enrichment of the cultural and social life.

Public libraries are usually established by the administration of the village, city or county to satisfy the readers' interests, information and education needs of the residents of the community. These libraries help to develop the community in place of their operation. Public libraries provide space for cultivation of culture, education and leisure activities for various target groups. They seek to integrate disadvantaged groups in the local community and cooperate with other institutions in place of their work. Libraries serve not only individual users, but also the society as a whole. Therefore, they are financed from public funds. They are not managed for profit. Public libraries belong to non-commercial institutions.

Management and leadership of libraries is specific, yet we can adopt many methods from the business environment. At the time of permanent changes it is, for example, the strategic management, application of the marketing concept in the management of relationships with users, from the point of view of management techniques mainly market research and planning, and other managerial techniques. No universal method of management of libraries does exist. It depends on the individual director, on a corporate culture that generates, and overall on internal and external conditions in which the library operates. Management and leadership of libraries undergo a transformation: today it is necessary to confront with crises and be able to cope with the uncertain future; next, to cope with increasing competition and be able to find a niche market. However, three basic management tasks remain the same: to manage the library, to lead people and to manage library work.

Based on our qualitative research, we want to offer three contemporary views on library management. Such researches are important for

confronting solutions offered by the management theory. At present, there has not been elaborated any comprehensive study on this topic in the Czech Republic. The core of the survey "the modern management methods" is to determine the views of the management of libraries by analyzing the concept of library management and its associations including subjective statements expressed by the target group of respondents. One of the main assumptions on which the qualitative research is based, is a diversity of views on management and leadership of libraries. The fact is that the demands on library management constantly increase. Therefore, we do not deal merely with the views of leaders of libraries, but also of librarians and librarians-students.

The main goal: This article seeks to identify thinking and motivation of library managers and librarians and to map the management techniques applied in the business environment, which should be transferred into the environment of public libraries in moderate adaptations.

1. Qualitative research

Our qualitative research [5] is focused on determining how individuals perceive the management of libraries and phenomena present therein. We use inductive approach based on the collected data from which it is possible to deduce general conclusions. We are looking for motives and reasons of behavior of respondents and the meaning that they attribute to the phenomena. A qualitative research will allow us to detect and understand what is the essence of library management. We are aware we do not offer a depth insight into this area. We work with a relatively small sample of respondents – 40 appropriately selected individuals. Our goal is not to create a new management theory, but rather to point out other topics for new possible researches. The outputs of this qualitative research can be further tested quantitatively.

Respondents

The first phase of the qualitative research (survey "the modern management methods") was oriented to directors and leader staff of libraries. The question was: What bothers library managers? Furthermore, it was oriented to librarians and librarians-students (students working in libraries, studying at the Silesian University in Philosophy and Science Institute of Czech Studies and Librarianship, studying Information and Library Studies program – Masters in Library focusing on the public library community type – combined study). This group of

respondents was asked: What bothers library staff? A total of five directors of various public libraries and ten leader staff of libraries was addressed. We got a response from all of them. Next, twenty librarians were addressed, fifteen answered our question. Also fifteen librarians-students were addressed and ten responded to our question. We got forty answers in total. In the article, we quote only the selected answers – answers that are interesting in terms of the examined issues.

For in-depth interviews, we selected six library managers from the group of respondents with whom the individual interviews were conducted.

Discussion of the results obtained from the inquiry

Paraphrasing answers of libraries' managers:

Managers of libraries feel the lack of funds, lack of understanding by the founder and unwillingness of librarians to make any change. Some librarians are reluctant to see library services and library itself from the user's point of view, for example, they are not willing to extend working hours. Many managers complain about the passivity of their employees. Not always it is possible to be surrounded by capable, creative and friendly staff. Managers have also problems how to motivate people, how to force them to change their approach to work and increase the use of their personal potential. Furthermore, personnel policy seems inefficient, they do not know how to choose the right people who can work together and fit into the services. Managers often have a trouble with the founder, mainly with the composition of the council and the local authority, which changed after some time and the director had to again explain to them the meaning of the library and advocate the library budget. The next interesting answer is that it is a pity that the State (founder) does not realize the strong potential of libraries in lifelong learning – in information literacy, in social and education fields.

The question is whose fault it is that libraries do not appear in conceptions and strategy documents, not only in culture but also beyond. Managers resent a small space in the reward system of employees. Librarian profession is not sufficiently evaluated and so called "machine age" is not motivating especially for novice librarians. They want to be able to individually evaluate the knowledge of the employees. According to respondents, there is a big difference between which skills and abilities librarians have and how they are evaluated. The employee is often assigned a class or two lower, which is contrary to the job description.

Another time, the director chooses a less qualified employee to be able to pay him. Managers negatively evaluate also the inability to recruit the required number of employees. Wrong "time management" causes their worries, for example, the imbalance between the time devoted to operational and strategic activities and the absence of some job positions such as a webmaster, a lawyer, a human resources officer, a marketer, a project manager or a fundraiser.

Libraries generally do not have the finances for external services and thus perform activities that professionals can do better. Middle managers are bothered when a director does not cooperate with them and applies an authoritarian style of leadership. Another concern is the reluctance of neighboring entities to work together as they consider the library as a competition, or they lack space, the library location or there is a need for reconstruction or construction of a new library building. They are not satisfied with interpersonal relationships in society, which are transmitted to the library environment and even societal context, and insufficient or even lack of legislation. Three directors responded that there is no trouble, that they have very correct relationship with the founder, they feel support and space for realization of the library.

Paraphrasing answers of library staff:

Employees worry about ignorance of the professional processes in the libraries on the side of managers and errors in delegation of tasks and evaluation of their work. They are bothered by the fact that the director is (not) a librarian who has no managerial assumptions and education. They have problem with the lack of vision, when they have no idea where the library is going and why. If the library has a strategy, librarians do not know how to specifically involve themselves in its implementation. Furthermore, they feel the lack of communication skills of their superiors, especially as far as listening is concerned. They do not like the workload of managers and that managers are not in library for them to listen to them, and in the worst case, managers do not care about librarians' ideas. Librarians do not like when the leader makes a mistake and he does not admit this mistake and apologize for it. They lack humanity. Employees suffer from the "rivalry" between departments and unwillingness to cooperate among them. They lack freedom, professional freedom and the possibility of realization and professional growth. Some mentioned troubles with authoritarian leadership style, that they may not have an opinion. Two librarians replied they regret the loss of child readers and investigate the cause of it. One respondent stated he does not like the

"old" building, unsuitable comfort for the readers and poor environment for employees. Younger librarians have trouble with their salary and the older ones with the loss of readers again. There were also those who do not worry about anything.

Paraphrasing responses of the library staff-students:

Librarians-students are bothered by the employment of nonspecialists in libraries. They believe it is a bad habit that damages very much the image of the library profession and librarianship in general. They say the libraries "can not sell themselves". According to them, libraries need a quality promotion. It is also necessary to change the media image of the librarian. Furthermore, they feel the lack of vision, strategy and willingness of management to implement new ideas to services. They have problem with underestimation of communication from both sides, from colleagues and superiors, especially in listening, and unwillingness of their colleagues to share knowledge. A good leader should have charisma and be able to form good relationships with people. He should be resolute, fair, human and understand librarianship. Principally, he should fulfill his promises, commitments and agreements.

Similarities and differences in the survey responses are shown in Table 1.

Table 1. Accordances and differences in respondents' replies of the given inquiry.

Leaders of libraries (15)	Librarians (15)	Librarians-students (10)
Most troubling is the lack of finance	The lack of expertise and incompetence of managers / directors	They are most bothered by employing unqualified librarians
Misunderstanding with the founder	Poor delegation of tasks, inadequate control	Weak promotion of libraries and librarian profession
Reluctance of librarians to make changes	They lack the vision, strategy, they do not understand where the library is going to and why	Bad media image of the librarian

Quality Sample of Public Libraries Leadership...

Underestimation of the potential of libraries in long life learning and information literacy	Poor and ineffective communications	They lack the vision, strategy, they do not understand where the library is going and why
They are bothered by inflexibility and injustice in rewarding system of employees	High workload of managers who are not in the library for the staff	Poor and ineffective communication
	No interest of leaders in ideas of librarians	Reluctance of colleagues to share knowledge
They lack particular professions: a fundraiser, a marketer, a lawyer ad.	Lack of humanisty	Only they have a clear idea about the personality of a their leader
Bad „time management“	Rivalries between departments and unwillingness to cooperate among them	
Unwillingness to cooperate on both sides - superiors and inferiors	Lack of freedom, inability to grow professionally	
Missing or inadequate legislation	They have problem with the authoritarian style of leadership	
The mood in society, which is not good for libraries	Decline in the number of child readers	
Not suitable premises	Poor financial evaluation	
They are not worried about anything, feel great support from the founder	Not suitable premises	
	Inappropriate or no environment for	

	employees	
	They are not worried about anything	

Source: own elaboration.

2. A qualitative research – individual in-depth interviews

In-depth interview

Objective: To provide details about the experiences of individually addressed leaders of libraries.

We selected six leaders of libraries and asked them the following questions:

- 1) What do you consider the difference between management and leadership?
- 2) What role do you attribute to the middle management?
- 3) Can you define the strategic goals of the library?
- 4) Do you have your own strategy and to what extent do you work with it?
- 5) Do you find the motivation of employees important?
- 6) Do you work as a team?
- 7) What methods do you use if you want to find you offer quality services and whether users are satisfied with the offer?
- 8) What percentage of the people in the community use your library (state percentage of the registered users)?
- 9) What is your opinion on the use of marketing in libraries?
- 10) Do you make use of volunteers?
- 11) What do you think about the prestige of our profession (librarian profession)?
- 12) Do you think the libraries will survive in the future?

Interpretation of the obtained data is carried out by describing the experience of the selected respondents. Basic analytical tools are not employed to quantify, but primarily concentrate on the creation of semantic categories (in our case myths) and on their description. The purpose of this survey is to identify the events and determine their structure. The obtained data are coded – we selected the obtained text answers, we sought consensus and differences between these statements and we paraphrased the findings in the form of myth [5].

Discussion of the obtained results from in-depth interviews

Myths and reality in library management

Myth no. 1

Libraries are not managed, but directed! The library gets the budget and it has to get along with this budget. The library divides finance and each librarian knows what to do. The strategic framework (vision, mission and value of the library) is unnecessary. Everything is given. Modern management techniques can be applied only in the private sphere.

Response: Controlling people is meant mainly as dividing activities to be performed effectively, that means to do things right. Leadership tries to encourage the people to develop the skills to be able to perform the work themselves. Leadership is, therefore, doing the right things. Every manager should be aware of the level at which he operates, and then according to that he should perform certain activities. Management of the first line should have a good grasp of particular technical knowledge. Middle management should have conceptual thinking and top management should be sure about where the library is directed, invent vision and strategy of the library. In particular, top management should upgrade the library's activities. Managers at all levels must be able to deal with people. They need to know how to communicate effectively with people and how to persuade them to improve their expertise and work on assignments of the library with full personal commitment. The key is the right motivation.

Strategic management seems to be very suitable for the library – see National Technical Library Conference "Strategic planning and information structure in the libraries of the Czech Republic". It is not true that the elements of the business do not fit into the non-profit organizations. There are many things that can be adopted and applied to nonprofit organizations to improve their management and leadership [9]. It is important to bear in mind that employees in non-profit organizations who are working here for many years, may suffer from the "tunnel vision". They lost motivation and do not see things correctly. It is necessary to think about it and try to „return them to the game". History of the library also can be a suitable management tool. Top management should be able to delegate as many tasks as it can to have space for guidance and conceptual work.

Where are we? Where are we going to? Still managed by someone? This train will not arrive at the target because there is not any defined one.

The manager should think strategically and systemically and ensure economic activities of the library, use his leadership skills to unify employees.

Managing people is one of the main activities of each manager. Each top manager must have a clearly defined goal, a sophisticated strategy and precisely prepare the company's organization. However, if he has leadership skills, but is unable to unite people, raise the confidence, his relationship to people will remain only at the formal level. Employees will generally work only up to the amount of their wages (internal termination).

Styles of leadership: authoritative style – leader assigns the task and determines the way for its performing. It decentralizes the decision-making skills, prefers effective communication, peer assistance, cooperation in a good atmosphere; in – a learning organization – creates a favorable climate for creativity, simple organizational structure. Democratic style – allows employees to participate in decision making, ensures their approval of the changes, expects independence and initiative – which is the basis for good internal marketing – a positive image of the library outside. The manager should have a moral character, vision (vision is like oil into the engine) – but beware of artificial vision, patience, willingness to serve the people – be beneficial to society, have communication skills, consistency between words and deeds.

Myth no. 2

The role of middle management is overrated. Librarians know what to do. Middle management is an unnecessary interlink.

Response: quality transmission of information and feedback are important, the middle management plays an irreplaceable role in the (un)successful library. It depends on the size of the library. It turns out that flat organizational structures (simple) have certain advantages in the management of the library. It is estimated that 40% to 60% of the total time spent working is wasted. This activity "for no reason" reduces the efficiency potential of people. It is impossible to completely eliminate it from human behavior, but it is necessary to minimize unnecessary work in management. If the middle management is a quality intermediary, it has its own importance. Leadership is so equally distributed and along with good internal communications, it influences the success of the library and its corporate culture. Often, however, the middle management slows down communication, it misrepresents the information from top to bottom and vice versa, which can greatly damage the library.

The free company philosophy is based on the assumption that business works better for all (both internally and externally) if the workers are "governed themselves." Free companies aim towards moving from power relations to mutual respect, from competition to cooperation, from a centralized hierarchical management system to decentralized democratic management system, from promoting their ideas to listening to democratic debate, from obedience to employee involvement, from the outer to the inner motivation and vision from the director to a shared vision. Free companies are increasing, even in the public sector. It appears that thus they achieve greater involvement of employees to work much better. They like the company much more and feel free, which motivates them. If management functions as belongs, it is advantageous for employees [2].

Myth no. 3

We do not need to define a library or strategic objectives. Our goal is quality services and satisfied users.

Response: A successful library versus an average library. How to measure quality in libraries?

Identity library – Michael M. Kaiser. M. Kaiser (world fundraiser) sees the key to the successful functioning of cultural organizations especially in the combination of sophisticated artistic program (in the case of libraries the top services), quality and targeted marketing and sophisticated fundraising connected to them. The strategic planning of an organization is based on the definition of a precise formulation of its mission and the development of external and internal environment analysis. Without identity, the marketing and fundraising have no chance to succeed. It is necessary to distinguish ourselves from the competition, to be exceptional. To organize fewer activities, but those that make the library visible, [M. Kaiser talks about experiential activities]. To develop relationships with journalists and the media. To consult with the famous people of the community to involve them in the promotion of the library and its activities. Famous personalities attract attention. You must upgrade promotion, no media hit lasts forever. Kaiser emphasizes that most of activities contributing to positive image of the library are free. Primarily librarians promote library best by their high quality work. Most people prefer a personal recommendation. It is appropriate to focus attention on a selected group of users – the elderly, mothers on maternity leave, the unemployed, the youth, etc. An underutilized cooperation with other organizations is a mistake. We best beat the competition when we join it. We can mutually benefit and strengthen our positions.

Myth no. 4

We have a strategy, but only on paper. There is inertia as before, no one follows these documents.

Response: The success of the strategy is in its carefully elaborated implementation.

The crucial steps in the moment of realization of fundamental changes in the library are:

- 1) To create a quality team and get its commitment to change. To motivate employees and inform them about important changes. To ensure the functioning of dialogue (internal communication - an open door to the director). To use internal ambassadors, the natural leaders (not necessarily leaders) from the staff who support the changes. Each employee must understand what the change means not only for the whole library, but also how it relates to his or her department and his or her particular work. To gain from the change the key people in the library, who then act as "agents of change"; they support its implementation and internal communication and soften any negative emotions. The crucial meaning has also sufficient internal communication before during and after the implementation of the change.
- 2) To create a precise analysis of impacts of the change and prepare it for its implementation.
- 3) The change must be planned well in terms of its implementation (process, steps, responsibility of specific individuals) and timing / setting off [11].

A brilliant strategy can be ruined by its poor implementation. The strategy that fails to generate positive results is unsuccessful. Management desperately needs information from employees who are in contact with users to understand what is happening in the library. The problem is to involve employees in the implementation of strategies, to get them to decide on each level in order to achieve the desired result. The golden rule under which employees decide is offering: Everyone has to "act with each in the library – with partners, users, co-workers – in the way he wants them to treat him".

Statistics show that more than 75% of people do not trust their leaders [3]. So we can not expect any fundamental change in people's behavior. Ask people for their opinions, when you walk around the library. One old truth says that people are not interested in what you say, if they do not believe you are interested in them. Hand on heart, are you interested in them, or just in the results of their work?

Myth no. 5

There is no need to motivate librarians. Ever since ancient times they have had very strong internal motivation to succeed in the eyes of the user. Even the worst leader does not prevent them from it, or directs to do so.

Response: Personnel policy in libraries is usually done by the director, so someone who is not a human resources officer. Everyone needs motivation. People want to feel free at work and play the role of competent partners. A reputation of the library is already a motivational factor. The opportunity to develop. A fair reward is a necessity, not motivation etc. The main source of motivation is satisfaction. The motivation of employees in the public sector is low. These employees often oppose the proposed changes, they argue that modern management methods can be applied only in the private sphere. The obstacle can be also the feeling that the current rules work and therefore they are good, without taking into account the efficiency and real benefits. "Body – Mind – Heart – Spirit" [COVEY, Stephen R.] – The needs analysis at the level of the employee and the library. Body: Payment – Prosperity of the library; Mind: Competence development of staff – libraries; Heart: Recognition and good relations – cooperation across the library; Spirit: We need to understand our place in the world, in the library – the library's strategic position in the market [1].

The mental motivation of employees increases, if you specify a clear assignment and if you provide the feed-back to the accomplished task, if you depute responsibility to employees, if you provide open communication and support affiance among them. The employees should fully co-operate and help each other. People need a chance of professional growing, a chance of personal development. The proper motivation is pleasure and work contentment. The outside motivation is represented by means of financial estimation. A great deal of executives result only from of the outside motivation. Each person is an individuality and therefore is motivated by different incentives; the motivation simplification, as answer to the financial remuneration, is a mistake. As a result of quality enquiry of librarians, their outside motivation is not easy. The amount of the salary is not sufficient and heads mostly complain on impossibility to honour their employees fairly. Employees mind not only a size of the salary; they mostly feel injustice, if they are honoured according to the lower payment grade, than belongs to their workload. They perceive it as a violation.

Myth no.6

We work as a team in libraries. The library has departments / teams and they work together.

Response: The truth is that some libraries do not know what teamwork means, do not know the team organizational structure and individual departments do not work as they could and should. The "sprint to the goal" is often lacking. The organizational structure as a management tool: The way/manner in which the library is organized affects its behavior and the behavior of its members, the creation and using of communication channels, the character of culture and environment. Organizational structures are divided into three major groups: the organizational structure from the top to down, bottom-up organizational structures from down to top and the combined organizational structures (from the middle upwards and then downwards). A bottom-up model is based on autonomy and teamwork (see Chemnitz). A combined organizational structure works on the assumption that all library staff are important actors who should work both horizontally and vertically.

Myth no. 7

We produce quality services and satisfied users. There is no doubt about it. Every employee knows what the quality services and satisfied users are.

Response: Each employee has his own idea, for this reason the fragmentation and disunity exist. P. Kotler [6] defines the quality service as a service, which surpassed the expectations of the user. Do you find out in your libraries if the user leaves the library with what he wanted and how he felt during the service? Only the user can tell whether our services are of high quality. It is necessary to have an elaborate effective feedback.

Myth no. 8

We do not need more registered readers, 14% is just right. If we have twice as many readers, we would not make a rush. We are not ready for it. Actually, we would not like this. The loyalty programs are not needed.

Response: Loyalty programs are important. We should appreciate stable and loyal users. It is true that we should gradually prepare for the increase of registered readers, but also to do something for it. All what the founder sees when he distributes finances is just usability of the library by the public. To reduce the budget of the library, where 50% of the city people are registered, is very difficult for a politician.

Myth no. 9

Libraries have sustained without marketing for years, so why they should organize marketing campaigns, from which they do not have more money.

Response: Libraries offer new services nowadays, but does the public know about them? Do not underestimate the suggestibility of people by advertising. Are we seen and heard? Libraries use a range of marketing tools, but they have difficulties with the evaluation of their success. Only a few libraries have marketing concept.

Libraries are sophisticated information systems and they are not only available on the market to provide services and products. Libraries do not make it without good marketing concept in the process of planning, designing and arranging of offers. What goals and pillars for its marketing concept the library will choose depends on the knowledge of local communities and conditions where the library operates. It is not possible to take over the marketing concept from another library, or create a universal one which would be applied to all libraries. The marketing concept is unique and it must always be based on knowledge of the place and library for which it was created.

Myth no. 10

Volunteers are expensive even if they are free. We did not need them earlier, so we do not need them also now.

Response: Librarians complain that they have three or four events in a week, they work in the evenings, beyond their normal work, which incredibly puts them under stress. It is not possible to do activities for the public and do not integrate volunteers into the play. It pays off to train reliable volunteers. The idea that our founder will add more money to our wages is unrealistic. Fears that volunteers rob us of the job are unfounded.

Myth no. 11

The prestige of our profession is zero, we are underpaid and nobody appreciates libraries.

Response: Librarians must change the rhetoric among themselves, in front of the family and friends. Let's start speaking positively about libraries and our colleagues. How can the public respect us, if we do not appreciate ourselves. It is also necessary to think about the promotion of our profession and work targeted on a new generation of librarians [4].

Myth no. 12

Questions like whether the libraries will survive in the future are meaningless. Of course, we will survive. Libraries have been here around since 6th century BC. (Library of Ashurbanipal in Nineveh), and there is no reason to believe that someone would invent something better.

Response: The music libraries have been closed, phone booths have been removed, e-readers are "dead" technology, the book industry is changing etc. If the libraries lose a significant portion of the services and competitors replace them in many situations, even if libraries are not canceled, they will fight for survival.

The challenge for libraries is proving Silver Economy

The aim of the silver economy is improving the quality of life of seniors. The development of new products and services come from it. There are new market segments; companies and firms are increasingly focusing on specific client groups. Seniors become one of these groups and they gain in importance. It is estimated that the percentage of people aged 65 years and over in our country and throughout Europe will grow steeply. Libraries have very good and positive experience with this target group. It is necessary to innovate, expand and improve the working with this target group.

Children, the future clients of the public libraries, are not a less important focus group.

In the last year, there was a number of important enquiries, which gave attention to the issue of children's reading and which confirmed the trends of decreasing interest in reading and showed it from the new point of view. The question „How many books do you read in a month?“ – 29% of children replied in the last year „none“. Nevertheless, in 2003 it was 3% less. During the same ten years also there was a decrease of 7% in children who read two and more books; in 2003 there were 30%, while in 2013 there were only 23%. The projects and programmes for children who are interested in reading need to be made precise and innovated; only in such a way they could be successful [7].

Epilogue: so how best to manage the library?

"If we treat people based on who they are, we hurt them. If we treat them based on what they might be, we help them to reach the limits."

Johann Wolfgang von Goethe

Budgets stagnate or decline, changes are precipitous and managers of libraries are expected to lead the library effectively. In addition to difficult skills, such as knowledge of financial management, management of risks and strategy, there is the key for the leader to be able to work with others, to draw from their energy and experience and to motivate them despite the economic reality. Director creates a climate that is very important for the employee's motivation and performance. The leader should be able to understand his own feelings and feelings of others, he should rule himself and manage others. Director should be the engine and heart of the library, he decides about its fate. A competent manager should primarily remain the human. He would like other people and trust them. He should be positive and spread peace around him. Managers often believe that they do not make any mistakes and that they do everything as others by the rules. At the same time they do not see that the library has mediocre results. Then there are those who are collapsing, have no motivation, fear of changes and are afraid they would lose their job. Some managers just play along with the flow. The most common failure is the inability of managers to lead a team. They pay very little attention to their employees and believe that there is no need to explain everything to them. Contrarily, there are managers who praise their inferiors, even if they are mediocre. They are afraid that employees might turn against them. Alternatively, they are arrogant and very strict [10].

The leader should be aware that he has no patent on wisdom, and if the library is doing well, he should never rest on his laurels. Every manager should realize what he is going to be like. Whether he wants to be like a bureaucratic official and not to think in depth over anything. Or on the other hand, he prefers a long-term view, sees things from top view, focuses on building relationships with employees and seeks opportunities. Employees want to be drawn into decisions about the library, they want to be partners and look for professional freedom. They do not want leaders who hinder and complicate their task fulfillment. They want the boss who is in the library for them and who supports them in their work. The library is not a machine, it is a living organism, employees are not resources, they are unique human beings.

Conclusion

We tried to combine theory with reality of library practice by the most appropriate manner – managers versus employees of libraries. We conclude three views of management and leadership of the library – how

leaders of libraries, librarians and librarians-students see this issue. Directors and leaders of libraries deal with lack of funds and staff reluctance to changes. According to them, librarians can not look at the services and library through the eyes of users, for example, they are not willing to extend the lending period, etc. Against this, librarians and librarians-students lack the vision and strategy, they do not understand where the library is going and why. They want to know what role they play in planning of the library. The leaders also regret the misunderstanding from the founder. They regret that the politicians do not understand the strong potential of libraries in lifelong learning, teaching of information literacy etc. Also the lack of legislation is a problem. Most managers claimed that they have a problem with "time management".

Overall, the climate in society does not support libraries and culture as such. Librarians feel the lack of expertise and education of managers / directors. Poor management and task management is associated with it. Leaders do not have time for librarians and they are not in library for them. They do not listen to them. The younger generation of librarians have problem with low wages and the older generation of librarians with the decrease of the number of child readers. Librarians-students answered similarly to librarians, but they stressed they are very upset that the libraries employ uneducated librarians and that they are not distinguished by a calling card - assistant librarian. Then the uneducated librarian (often it is staff without GCSE) affects the public image of the librarian as unprofessional and thus harms the entire community of professional librarians.

The client has no idea that he is served by someone who does not have any library education. Management should ensure that everyone who works in the library with no education but is beneficial, should complete library education. It is similar to the situation in education in education when teachers who do not meet the qualification requirements have to leave. Another problem is inefficient promotion of libraries and a librarian profession and unwillingness of colleagues to share their knowledge. The library is one team and it is impossible not to transfer knowledge with imposed limitation on client. Ineffective communication and unwillingness to cooperate do not enhance teamwork.

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**BADANIA JAKOŚCIOWE NA TEMAT ZARZĄDZANIA
I PRZYWÓDZTWA W BIBLIOTEKACH PUBLICZNYCH****ABSTRAKT:**

Artykuł przedstawia częściowe wyniki badań jakościowych, uzyskane z ankiety dotyczącej nowoczesnych metod zarządzania. Autorka we wstępie opisuje zastosowaną metodologię, a w głównej części przedstawia analizę danych uzyskanych z badań przeprowadzonych wśród liderów bibliotek, bibliotekarzy, studentów bibliotekoznawstwa oraz szczegółowych wywiadów z wybranymi liderami. Celem artykułu jest przedstawienie postrzegania zarządzania i przywództwa w bibliotekach przez liderów oraz bibliotekarzy. Na podstawie wyników badań sformułowano dwanaście mitów dotyczących zarządzania biblioteką i podjęto próbę ustosunkowania się do nich.

SŁOWA KLUCZOWE:

Analiza zarządzania biblioteką. Badania jakościowe. Biblioteka publiczna. Bibliotekarz. Liderzy w bibliotekach. Przywództwo w bibliotece. Zarządzanie biblioteką.