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Looking beyond libraries and librarianship: what can be learned from the wider professional literature?

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Introduction

This workshop was conceived of by Publisher of more than 10 years' standing, Eileen Breen noticing over time that issues in the management of libraries and information services are not dissimilar to those in management generally - as evidenced by the published literature of Emerald.

The idea was therefore conceived of, that librarians might benefit from becoming closer to the wider management research, where ideas transferable to libraries might be found ASAP.

To test out the idea this workshop will present some downloads data on Emerald LIS journals, downloads data on 'Library Management' journal specifically; and then downloads data on some wider management journal subject areas. It will present some management topics which are receiving particular attention at Emerald, and then we'll take a look at some of what is happening in these areas to consider whether the research is relevant to libraries.

This will involve 'breaking out' into groups to read a few articles, then coming back together to share thoughts on the relevance of the management ideas contained therein, to regenerating the library and information profession.

Emerald LIS journals

Are these 17 titles

Slide 2 list.

One journal is dedicated to management in the library and information environment.

Slide 3 to highlight 'Library Management' in the list

Of the 20 most downloaded articles in 'Library Management' in 2008:

- 7 were on organisational change
- 5 were on HRM/issues in people management
- 4 were on strategy.

By immediacy we have the same themes running through, but other articles which were downloaded the most during the 6 months immediately following publication were about:

- Organisational culture
- Flexible work practices for work/life balance
- Learning and the digital native
- Marketing library services to the Net generation.

The 20 most downloaded articles 2009 to date are a lot of the same ones as in 2008, plus a few newly published ones which have a future focus.

Slide 4 & 5 screenshots of 2008 and 2009 most downloaded articles for LM
Slide 6 LM by immediacy

The most downloaded articles in the Emerald **LIS journals group** in 2008 were all management-oriented:

- Project risk management
- Promotion and marketing communications in the information marketplace
- People management – be bold!
- Vroom’s expectancy theory and the public library customer motivation model
- Types of organisational culture
- Achieving readiness for organisational change
- Online branding

By immediacy we some have more ‘library’ oriented articles:

- The Google generation: the information behaviour of the researcher of the future
- Redefining the library
- The digital library as place

as well.

Slide 7 screenshot of 2008-9 LIS group most downloaded articles

The wider management literature

Emerald publishes more than 200 journals in these subject areas:

Slide 8 list

The 10 most downloaded articles across the whole of Emerald in 2008 and 2009 so far include articles on predicting staff turnover and on talent management.

Half of the ‘top 10’ most downloaded ‘**HRM**’ articles in 2008 are about performance – either of the organisation or the person.

Interestingly, the 4th most downloaded HRM journal article in 2008 is one which was published in Journal of Management Development in 2001: **“The work of managers in new organisational contexts”**.

By immediacy, the three most downloaded HRM articles were:

‘A model of high performance work practices and turnover intentions’

‘Does Herzberg’s motivation theory have staying power?’

‘Perceived diversity and organisational performance’

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The most downloaded ‘**Information and Knowledge Management**’ journal articles in 2008 were on topics as diverse as ‘Motivation and barriers to participation in virtual knowledge-sharing communities of practice’, ‘Knowledge management and organisational competitiveness’, and ‘Motivation, incentives and organisational culture’.

In the ‘**Performance Management and Measurement**’ journals, only two of the most downloaded articles in 2008, were even published in 2008. These two were about aspects of team effectiveness and its effect on an organisation’s performance.

Even the Top 10 for **Economics** journals includes articles on aspects on motivation, workforce diversity and team performance.

The top 10 most downloaded by immediacy in **Training and Development** includes articles on 'graduate training and development', 'Key skills retention and motivation: the war for talent still rages' and 'Retention is the high ground, engaging a new generation of graduates' and 'Understanding generational differences for competitive success'.

In the '**Organisation studies**' journals 3 of the most downloaded articles were on organisational change, and 5 on leadership. These numbers were 4 and 4 respectively by immediacy.

Hot topics right now are:

HR journals:

- ageing workforce and careers
- informal learning
- emotional intelligence
- generational shift (x,y etc.)
- work/life balance (work and leisure)
- burnout.

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Summary

Articles on management topics are the most downloaded in the Emerald LIS journals group
HRM/HRD-type articles feature heavily in the 'most downloaded' articles list for *Library Management* journal

HRM/HRD articles are notably in the 10 'most downloaded' across the whole of Emerald

Taking a look at the titles of the most downloaded HRM/HRD articles, many are on topics covered at this conference

Some of the areas being monitored at Emerald, are also covered at this conference

The most downloaded articles in other management subject areas, such as 'Organisational studies' and 'Training and Development' feature HRM/HRD themes

What could all this mean?

Becoming closer to the wider management research, might identify ideas transferable to libraries for regenerating the profession.

Breakout

Articles have been published recently in the HRM journals of Emerald, on:

- Developing leaders
- Using emotional intelligence to identify high potential
- Generational differences in motivation and attitudes to work.

Break into groups to consider what usefulness there might be in the content of these articles, for meeting the challenges that libraries and librarianship are facing (15 minutes).

Then come back together to share thoughts and make note of any ideas which might be taken forward.