

## **Competencies, Types and their Strategic thinking for LIS Professionals in Modern Era**

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### **Abstracts:**

A cluster of related abilities, commitments, knowledge, and skills that enable a person to act effectively in a job or situation. Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations. Because recent technologies such as social networking sites and web 2.0 tools provide opportunities to LIS Professionals to learn, communicate and enhance their professional skills. This paper outlines and discusses the Professional skills and technological competencies necessary for LIS Professionals and considers how these are acquired and developed to survive in an ever changing technological environment and to meet the future challenges in the 21<sup>st</sup> century.

**Keywords/Descriptors:** Competencies, Leadership, Emerging Areas, Traditional role of LIS Professionals, Strategic Thinking, Critical Attributes, Challenges, Customers Expectations, Future Library Leaders.

### **1. Introduction:**

The LIS Professionals with better personal, professional and technological competencies have great opportunities and bright future in the modern libraries. New demands and shrinking budgets have propelled library administrations towards re-examining their resources in light of the services they must provide to future patrons. Increasingly, electronic collections, open access, digital archives management, and data curation are taking the place of past library activities, as more simple or standardized tasks are automated. What results is the need for a workforce that is flexible, forward-moving, and highly skilled. The drive towards developing core

competencies descriptions for library staff combines this need with the realization that existing expertise is invaluable to the library's growth. Competency profiles have been used within many professional groups to help chart professional progress and define goals and objectives. National level statements set standards across multiple institutions. Competencies for a profession generally list or group a series of knowledge, skills, abilities and behaviors that define and contribute to performance.

Competencies can be used to design and develop job postings, position descriptions, training and education programmes and performance evaluation programmes (Federal Librarian Competencies, 2008). LIS Professionals was keenly aware of the changing environment throughout libraries, particularly academic libraries, and as such, ultimately understood the need to enhance skills in order to meet the demands of our users. Resetting the performance bar, when explained as part of the overall support and development of staff personnel, can be and was accepted by the staff as an important part of moving the library into a new culture of highly skilled and professional individuals. Core competencies differentiate an organization from its competition and create a company's competitive advantage in the marketplace. An organizational core competency is its strategic strength.

### **1.1. Definition:**

Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

### **1.2. How will Competencies Help?**

- Addresses feelings of inequity
- Evaluations
- Help staff adjust and handle change
- Job descriptions
- Reveals training needs

### **1.3. Impact of Competency:**

The major impact of competency can be seen on the following aspects;

- Closer and positive relations
- Effective teamwork
- Enhanced self confidence amongst library professionals
- Flexibility and adoptability in attitude
- Increased strong interpersonal relations
- Innovation in library and information services
- Organizational development
- Quality based LIS Services
- Transparency and dynamism in library administration

## **2. Library Leadership Competencies:**

### **2.1. Knowledge Competencies**

- 2.2. Skills Competencies
- 2.3. Next Decade Competencies
- 2.4. Attributes Competencies

**2.1. Knowledge Competencies:**

- Foundation of professional knowledge
- Information resources
- Information and Knowledge Management
- Information Technology
- Library and Information Services
- Organizational Management
- Research and User studies
- Continuing Education and Life Long learning

**2.2. Skills Competencies:**

- Customer service skill
- Information resources management skill
- Information technology skill
- Marketing skill
- Knowledge management skill
- Language and communication skill
- Team working skill
- Decision-Making skill
- Planning and Management skill
- Teaching and training skill
- Conceptual skill

**2.3. Next Decade Competencies:**

- Leadership capacity
- Achievement motivation
- Adaptability/Flexibility
- Open participation
- Decision making
- Content aggregation and promotion
- Research skills

**2.4. Attributes Competencies:**

- Leadership
- Service attitude
- Morals and professional ethics
- Achievement motivation accountability
- Self-management
- Adjustability

**3. Competencies needed to fill the roles in the Digital Age:**

Competencies are “a combination of skills, knowledge, and behavior patterns vital to organizational success, personal achievement, and career development”.

**3.1. Types:**

3.1.1. Professional Competencies

3.1.2. Personal Competencies

**3.1.1. Professional Competencies:**

Librarian’s knowledge in the areas of information resources, information access, technology management, and research plus the ability to apply them in providing library and information services.

**3.1.1.1. Professional Competencies (from SLA):**

- Expert knowledge and familiarity with information resources plus the ability to critically evaluate, filter, and access them.
- Specialized subject knowledge appropriate to the needs of the organization or client.
- Administrative expertise to create and manage convenient, accessible and cost-effective information services that are aligned with the strategic directions of the organization.

**3.1.1.1.1. Librarians must be able to:**

- Assess information needs of clients
- Design and market value-added information services and products to meet identified needs.
- Apply appropriate information technology to acquire, organize and disseminate information.
- Use appropriate business and management approaches to communicate the importance of information services to senior management.
- Develop specialized information products for use inside or outside the organization
- Evaluate the outcomes of information use and conduct research to help the solution of information management problems.
- Continually improve information services in response to the changing needs. be an effective member of the senior management team and a consultant to the organization on information issues.

**3.1.2. Personal Competencies:**

” A set of skills, attitudes, and values that enables librarians:

- to work efficiently
- be good communicators
- to focus on continuing learning throughout their careers
- to demonstrate the value-added nature of their contributions

To survive in the new [information] world...”

### **3.1.2.1. Personal Competencies:**

- Commitment to share knowledge and to service excellence
- Ability to face challenges and to see new opportunities both inside and outside the library
- Foresight; sees the big picture
- Strong interest and belief in partnerships and alliances
- Ability to create an environment of mutual respect and trust
- Effective communication skills
- Good team work
- Dynamic leadership
- Systematic planning and prioritizing skills, with focus on what is critical
- Unwavering interest in lifelong learning and personal career planning
- Active personal business skills
- Recognition of the value of professional networking and solidarity
- Flexibility and positive attitude in a time of continuing change

### **3.2. Professional Competencies for Special Librarian:**

- Assesses information needs and designs and markets value-added information services and produces to meet identified needs
- Continually improves information services in response to changing needs
- Develops and manages convenient, accessible and cost-effective information services that are aligned with strategic directions of the organization
- Develops specialized information products for use inside or outside the organization or by individual clients
- Effective member of the senior management team and a consultant to the organization on information issues
- Evaluates the outcomes of information use and conducts research related to the solution of information management problems
- Expert knowledge of the content of information resources, including the ability to critically evaluate and filter them
- Provides instructions and support for library and information service users
- Specialized subject knowledge appropriate to the business of the organization or client
- Understands and uses appropriate business and management approaches to communicate the importance of information services to senior management
- Understands and uses appropriate information technology to acquire, organize and disseminate information

### **3.3. Personal Competencies for Special Librarian:**

- Committed to lifelong learning and personal career planning
- Committed to service excellence
- Creates an environment of mutual respect and trust
- Effective communication skills

- Flexible and positive in a time of continuing change
- Looks for partnerships and alliances
- Personal business skills and creates new opportunities
- Plans, prioritizes and focuses on what is critical
- Provides leadership
- Recognizes the value of professional networking and solidarity
- Seeks out challenges and sees new opportunities both inside and outside the library
- Sees the big picture
- Works well with others in a team

#### 4. Leadership Characteristics & Skills: (Warren Bennis, 1999)

Sl. No.	Manager	Leader
1.	The manager administers	The leader innovates
2.	The manager is a copy	The leader is an original
3.	The manager maintains	The leader develops.
4.	The manager relies on control	The leader inspires trust
5.	The manager has a short-range view	The leader has a long-range perspective
6.	The manager asks how and when	The leader asks what and why
7.	The manager has his or her eye on the bottom line	The leader has his or her eye on the horizon
8.	The manager accepts the status quo	The leader challenges it
9.	The manager is the classic good soldier	The leader is his or her own person
10.	The manager does things right	The leader does the right thing

#### 4.1. Manager versus Leader (Librarian): (Mason & Wetherbee, 2004)

Sl.No.	Manager	Leader (Librarian)
1	Reactive	Proactive
2.	Find faults	Coaches
3.	Doesn't care to understand process	Understand process
4.	Sits in his chair	Moves around
5.	Maintains process	Improve process
6.	Communicate rarely	Communicate frequently
7.	Ask Questions	Seeks Suggestions
8.	Give lip service to quality	Exemplary quality
9.	Perform R & D	Innovate products and services
10.	Maintain status quo	Continuous Improvement
11.	Focus on system	Focus on people
12.	Keep eyes on the horizon	Keep eyes on the bottom line
13.	Ask how and when	Ask what and why
14.	Flexible	Rigid

#### 4.2. Nine C's of Leadership: (Lee Iacocca, 2007)

- A leader shows **CURIOSITY**. Listen to people who do not agree with you. Have curiosity about the world beyond your comfort zone.
- A leader is **CREATIVE**. Leadership is all about managing change. She/he tries something different. Iacocca stresses the importance of “thinking outside the box.”
- A leader must be able to **COMMUNICATE**. “Communication has to start with telling the truth, even when it's painful.” It is most important that “leaders must face reality and tell the truth.”
- Be a person of **CHARACTER**. “Having Character means knowing the difference between right and wrong and having the guts to do the right thing.”
- Must have **CONVICTION** —a fire in your belly. Must have passion and really want to get something done.
- Must have **CHARISMA**. It is the ability to inspire. People follow a leader because they trust him.
- Must be **COMPETENT**. A leader has to be a problem solver. You have to know what you are doing. More important than that, you've got to surround yourself with people who know what they're doing.
- Must have **COMMON SENSE**. A person's ability to reason and using common sense is the best thing going for you.
- **CRISIS** is the biggest C, according to Iacocca. “Leaders are made, not born. Leadership is forged in times of crisis

#### 4.3. Top Ten Traits of Great Library Leaders:

- Great Leaders Are Decision Makers
- Great Leaders Are Learners
- Great Leaders Are Problem Solvers
- Great Leaders Are Visionary
- Great Leaders Delegate and Empower
- Great Leaders Do Not Do It Alone
- Great Leaders Express Gratitude
- Great Leaders Have High Character
- Great Leaders Take Responsibility
- Great Leaders Understand Motivation

#### 5. Sources for Professional Competencies Development:

LIS Professionals have a wide range of channels and ways to develop their professional competencies and manage changing technologies effectively. The important methods/ways for improving professional competencies are;

- Acquiring formal qualifications
- Affiliation to professional bodies
- Attending induction programs
- Attending professionals meetings, conferences and seminars
- Attending staff training and development courses

- Attending workplace programs
- Distance and e-learning courses
- Participation in specialist groups
- Personal interactions with expert fellow professionals
- Presenting papers in conferences and seminars
- Pursuing doctoral research
- Reading professional literature
- Tours and visits to well managed libraries
- Undertaking research and development projects
- Web resources
- Writing papers in periodicals and books

### **5.1. Professional Competence Model:**

(A Checklist for Personal Development Planning)

#### 5.1.1. Generic Personal Skills

#### 5.1.2. Professional/Specialist Information Skills

#### 5.1.3. Information Technology Skills

#### 5.1.4. Business and Management Skills

#### 5.1.5. Organizational Knowledge & Subject Understanding

#### 5.1.6. Personal Work Behaviour

#### **5.1.1. Generic Personal Skills:**

- Communication, oral and written
- Information, including use of IT
- Learning and research
- Numeracy, use of data
- Problem solving
- Self-management (planning, managing time and developing oneself)
- Team working

#### **5.1.2. Professional/Specialist Information Skills:**

- Collection development and management (selection, storage and preservation)
- Identification and evaluation of sources and services
- Information retrieval – searching, finding and filtering etc
- Knowledge organization-cataloguing, classifying, indexing and metadata, thesauri
- Legal and regulatory aspects of information (copyright, data protection)
- Library house keeping-acquisition, circulation, interlending and OPACs
- Presentation of information (abstracting, displaying, formatting and interpreting)

#### **5.1.3. Information Technology Skills:**

- Computer hardware and peripherals
- Database management
- Database packages
- Electronic communication systems (e-mail, fax)



- Electronic resources management
- Emerging web technology
- Institutional repositories
- Integrated library systems (ILS)
- Learning management system (LMS / CMS)
- Multimedia resources
- Network access (Internet/intranet, web browsers)
- Office automation tools (spreadsheets, word-processing)
- Presentation software (DTP, graphics)
- Web page development

**5.1.4. Business & Management Skills:**

- Accounting, budgeting and costing
- Change management
- Marketing, public relations and survey methods
- People/personnel management
- Project and programme management
- Quality assurance and performance measurement
- Strategic, tactical and operational planning

**5.1.5. Organizational Knowledge & Subject Understanding:**

- Culture and climate
- Customer groups and needs
- History and traditions
- Mission, vision and values
- Stakeholder interests
- Structure and systems
- Terminology of the field

**5.1.6. Personal Work Behaviour:**

- Achievement/results orientation
- Customer focus and concern
- Developing others
- Flexibility/adaptability
- Innovation and continuous improvement
- Leadership/initiative
- Strategic perspective

**5.2. Professional & Personal Benefits:**

- Access to expert advice
- Accredited development
- Cost-effective training
- Developing beyond and outside your current job
- Exposure to new ideas and alternative approaches
- Keeping in touch with professional developments

- Vital network contacts

### **6. Changing Technology Landscape:**

The following are some of important items of new technologies on which LIS Professionals need to seriously think about improving their competencies for their effective utilization to deliver need based high quality information services to user community.

- Digital Information Resources
- Digital Rights Management
- E-Learning
- ICT Trends
- Information Portals and Vortals
- Metadata standards
- Online Information Services
- Search technology
- Subject Gateways
- Web Technology
- Wi-fi and RFID Technology

### **6.1. Core Competencies for LIS Professionals:**

Unlike assets, which do deteriorate over time, Competencies are enhanced as they are applied and shared. Basic core competencies are listed below;

- Accountability
- Adaptability
- Change management skills
- Communication
- Customer/Quality Focus
- Decision making
- Diversity support
- Dynamism
- Efficient resource planning
- Excellence
- Inclusiveness
- Initiative and creativity
- Innovation
- Integrative and global thinking skills
- Leadership
- Occupational Knowledge/Technology Orientation
- Problem Solving/Decision Making
- Quality
- Reliability
- Safety watch
- Self Assessment
- Strategic thinking

- Team Focus
- Work culture
- Work ethics and values
- Working relationships

### **6.2. Emerging Areas:**

- Changes in user behaviour
- Effective digital storage and retrieval system
- Expanding user expectations
- Extensive use of mobile devices
- Impact of ICT on special libraries
- Networked social environment

### **6.3. What skills & Competencies are most important for Librarians to have Today?**

- Cognitive Skills
- Commitment to Continuous Learning
- Curiosity/Creativity/Innovative
- Customer Service Skills
- Management Skills
- Marketing Skills
- Openness to Change/Flexibility
- Search Skills
- Social Skills
- Teaching Skills
- Technology Skills

### **6.4. What Skills are required to be a Librarian?**

(By Veronica C)

There are many skills and abilities that librarians need in order to succeed. These can range from being trained to create or update library websites to working successfully with coworkers and interacting with users. Below are five main skills useful for librarians, accompanied by brief overviews. The five main skills are;

- Education
- Technical Knowledge and Training
- Organizational and Evaluation Skills
- Business Management
- Interpersonal Skills

### **6.5. Skills for the 21<sup>st</sup> Century Librarian:**

(By Meredith Farkas, July 17, 2006)

6.5.1. Basic Tech Competencies:

6.5.2. Higher Level Competencies

**6.5.1. Basic Tech Competencies:**

- Ability to easily learn new technologies
- Ability to embrace change
- Ability to keep up with new ideas in technology and librarianship (enthusiasm for learning)
- Ability to troubleshoot new technologies
- Comfort in the online medium

**6.5.2. Higher Level Competencies:**

- Ability to evaluate the needs of all stakeholders
- Ability to question and evaluate library services
- Ability to sell ideas/library services
- Critical of technologies and ability to compare technologies
- Project management skills
- Vision to translate traditional library services into the online medium

**6.6. The 21<sup>st</sup> Century Librarian Will...:**

- Stay in advance of need
- Believe in themselves and what they can offer
- Not take their existence for granted
- Develop themselves
- Learn from each other
- Seize the opportunities
- Lift up their heads
- Get out more and engage
- Be confident and claim the future

**6.7. Practical Soft Skills for Librarians:**

- Communications skills
- Customer service
- Interpersonal skills
- Leadership skills & Teamwork
- Listening skills
- Negotiating skills
- Presentation skills
- Project management skills
- Public relations
- Teaching skills
- Writing skills

**6.8. Skills of Librarians 2.0:**

- Understand their users
- Keep up
- Aren't afraid of taking risks
- Are agile

- Question Everything
- Able to look at new technologies and services with a critical eye
- Don't give up easily
- Market ideas and communicate effectively
- Build their networks
- Create partnership

### **6.9. Traditional Roles of Librarians:**

The ready availability of information on the Internet, and its widespread use, really presents Librarians with an opportunity, not a threat. Technology Savvy users realize they need help, which Librarians can provide. Librarians now face difficulties and complicity challenges due to new trends in information access. In the present technological/Internet era the professionals have to change themselves as the information profession is being changed. Now information specialists have to work as e-information resources in which various professional groups are expected to map strategies that lead to produce, manage, maintain and service the information. Information professional has to work as;

- Librarian
- Information Manager
- Information Adviser/Instructor
- System & Networking
- Custodian
- Guide
- Public Relations Officer
- Information Broker for both Print & Electronic Media
- Change Agent, i.e. Technology Application Leader
- Facilitator
- Educator
- Innovator/Web Site Designer/Builder/Manager
- Database Manager
- Collaborator
- Policy Maker
- Business Manager
- Image Maker

### **7. Staff Development in our Organization:**

- 7.1. Library Training Events
- 7.2. On-The-Job Development
- 7.3. Professional Activities
- 7.4. Self-Paced Learning
- 7.5. Visits

#### **7.1. Library Training Events:**

- Induction programmes

- Orientation Programmes
- Lectures/Talks
- Seminars/Workshops
- Weekly training tour
- Visits to other libraries

**7.2. On-The-Job Development:**

- Job rotation
- Shadowing
- Project work
- Meetings
- Quality circles
- Coaching
- Delegation
- Mentorship networks

**7.3. Professional Activities:**

- Conferences
- Exhibitions
- Evening meetings

**7.4. Self-Paced Learning:**

- Guided reading
- Interactive media
- Distance learning
- Formal qualifications

**7.5. Visits:**

- Attending
- Hosting

**8. Put your Library out there-10 Steps:**

- Communicate ... listen to your staff
- Involve staff in planning
- Tell stories ... promote the library's value
- Be transparent ... let users and staff know about new plans/projects
- Report and debrief
- Do your research ... you must be in the know
- Manage projects well
- Formally convene the emerging technology group
- Training 2.0: let everyone plays & experience
- Celebrate successes

### **8.1. Librarians are more in Demand than Ever in the Digital Age:**

- In the 21<sup>st</sup> century, we are witnessing an information revolution
- Information needs to be delivered in a timely and preferred manner
- Technology for generating and sharing information is useless, if there's no way to locate, filter, organize and access it.
- Traditionally librarians are in the forefront of information dissemination and they will continue to be there, but via altered and IT-driven means

### **8.2. Research & Contributions to the Profession:**

All librarians should be knowledgeable of, and commit to, ongoing research and professional development through the following;

- Research and publication
- Conferences
- Formal study
- Teaching
- Conference management
- Professional Associations
- Active engagement in community initiatives
- Staying informed
- Research models and methods
- Grant writing

### **8.3. Strategic Thinking:**

- Being creative-moving beyond logic
- Dealing with many inputs at once
- Discriminating between events
- Exploring systematically
- Having a conceptual framework
- Integrating data with theory
- Linking process and output
- Responding to an audience/environment
- Scanning widely
- Seeing the big picture
- Selecting the right data
- Transferring learning from one experience to another

### **8.4. Capacity Building-A Conceptual Framework:**

Broadly the competencies can help individual and Organization in the following ways.

- Translating strategic direction into action
- Helping to improve difficult relationship
- Clarification of behaviors that support important values and principles
- Establishment of standards of excellence
- Shifting the focus on organizational development
- Providing a base of feedback and evaluation of performances

- Inculcating open learning culture and environment
- Facilitating self-directed work culture
- Creating interest for continuing development
- Promoting continuing professional education Programme

#### **8.5. Library Should Be:**

- Accessible
- Comfortable
- Compact
- Constant in environment
- Economic
- Extendible
- Flexible
- Organized
- Secure
- Varied

#### **8.6. Top Five Skills Required for Librarians Today & Tomorrow**

(Rob Corrao, 2013)

Because today's librarians must be experts in dealing with both physical and digital information, we have identified the Top 5 skills every librarian must have, or develop, in order to succeed now and into the future.

- Collaboration, Coaching and Facilitation
- Digital Preservation
- In-Depth, High Value Research
- Information Curation
- Mobile Environment

#### **8.7. New Professional-Critical Attributes of Futures:**

- Communication
- Facilitating and helping
- IT Understanding
- Negotiation, especially financial
- Presentation of information
- Problem-solving methodologies
- Project and programme management
- Self-management

#### **8.8. Future Library Leader:**

The following initiatives are desirable and could be found to have new Library Leaders.

- They are;
- Creation of awareness for need of leadership development skills and competencies among professionals
  - Integration of leadership development into the library/information centre



- strategic planning
- Leadership development programmer to run through the ladder of top to bottom positions
- Library & Information Schools to integrate leadership skills development into their curricula
- Need for librarians to maintain strong network within and without their organization to enhance development of skills and knowledge
- Self development in leadership skills by Librarians and Information Professionals

### **9. Challenges before Librarians of Libraries:**

Library Managers are facing various Challenges. Some of them listed below;

- Availability of full-text materials on the Internet
- Better abstracting and indexing systems
- Better document delivery systems
- Changed users information behavior and reading habits
- Collection development
- Concept of 24 hours and 7 days library and information services
- Demand for web based products and services
- Demand for effective monitoring and feedback system
- Demand for quality based library and information products and services
- Demand for the creation of culture for creativity
- Diversity of programs and emerging thrust areas
- Emergence of library networking and networks
- Expectation for resource generation
- Explosive growth of electronic information and products
- Faster direct communication among scientists and researchers
- Impact of ICT on library practices
- Increased and diversified users information thrust and need
- Increased cost of information materials
- Marketing of library and information products and services
- Need for effective and efficient users interface
- Need for interaction with external environment
- Need for the development of information infrastructure
- Need to create specialized databases
- Need to develop sustainable collection building strategy
- New electronic information environment
- New roles and responsibilities
- New tools and techniques of information handling
- Philosophy of information at door
- Resource sharing through networking
- Responsiveness and dynamism in special library systems and services
- Timely delivery of information materials to end-users
- Virtual vs. onsite reference service: push and pull technologies

### **9.1. Customers Expectations in Libraries at Present:**

The Expectations of Users vary from one environment to another environment, Institutional programs, priorities, vision, activities and specialization. Based on the experience and exposure in the area of Libraries, it has been observed that the expectations of Users in Libraries generally are;

- Clear directions and way guides
- Continual improvement
- Continuous interaction
- Disaster Management
- Display and demonstration of information about staff
- Effective & Efficient workflow
- Electronic resources access and delivery
- Information literacy
- Proper communication facilities
- Proper documentation of facilities and services provided
- Quality initiatives and accuracy
- Speedier service delivery mechanism
- Web based initiatives and resources
- Well organized collections
- Well placed users complaints system
- Well-designed forms for availing services

### **9.2. Our Mission Should Be:**

Based on above discussion and facts, Librarians need to re-orient and re-design their approaches and strategies to achieve the following objectives.

- Capture the Institutional best practices
- Create an institution's output
- Encourage open access
- Help libraries to meet the challenges of the digital world
- Increase an impact of research and development
- Manage learning materials
- Organize digitized collections and services
- Provide value added services to stakeholders
- Raise visibility/prestige of institution
- Utilization of information literacy

### **10. Conclusion:**

Librarians of this Modern Era, are in the position to change their role as arbitrary information scientists/gatekeepers and meet the challenges of the Internet, WWW, and Online access in the knowledge society. So they must enrich their knowledge with special skills of latest IT developments, to browse, access the global networks and to organize and manage the information by building digital libraries and by which they can provide quality e-information service to the knowledge society. Managing and working, both in a modern library has become a highly specialized job, which

requires proactive attitude towards change and continuous reinvention of the competence among professionals. Traditional linear work processes and top down controls are no longer sufficient, but are gradually being replaced with alternative organizational designs and new management techniques such as management by objectives. LIS Professionals have the opportunity to benefit from the current technological environment by using web 2.0 tools and techniques to form connections with people, ideas and knowledge. Establishing personal learning network is an approach to meet constantly evolving professional's goals, learning needs and objectives.

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