

often erroneous view held by the public of academics, describe their career paths and express opinions on the value of libraries. While interesting, the interviews eventually become repetitious, and a sense of déjà vu confronts the reader, as he often encounters the same quotes used previously in the text. Despite the fact that this section serves an excellent purpose in demystifying faculty and building up empathy for them, it seems the book has been padded to create an appropriate length. The author might have interviewed faculty from larger or different institutions with different student populations than the ones at Mount St. Joseph. The one-sided nature of these interviewees limits the book's effectiveness as well. If a counterbalance of interviews with academic librarians had been included, the book would have had a broader appeal and could have built a similar empathy for librarians; faculty reading the book could have been educated, and students entering the field of academic librarianship could have learned much about the ranks they would be joining, as well as learning about the lives of faculty members. Despite these shortcomings, the book succeeds in the aim of the Chandos series, of which this title is part, "to provide easy-to-read and (most importantly) practical coverage of topics that are of interest to librarians and other information professionals." The book can provide some insight for the seasoned professional and will be of greatest use to students and those just embarking on a career in a college or university library.—*Harlan Greene, College of Charleston.*

Making a Difference: Leadership and Academic Libraries. Eds. Peter Hernon and Nancy Rossiter. Westport, Conn.: Libraries Unlimited, 2007. 300p. alk. paper, \$45 (ISBN 1591582911). LC 2006-031713.

This fine collection of essays provides a welcome introduction to the literature on leadership, ranging from exposition of

management theory to administration of practical advice. Offering something for well-nigh everyone, *Making a Difference* includes articles that would be helpful to librarians at any stage of their careers. Editors Peter Hernon and Nancy Rossiter, both on the faculty of the Simmons College Graduate School of Library and Information Science, have done an admirable job in compiling valuable and relevant selections whose lessons can be internalized and executed by library administrators at every level.

Significantly, Hernon and Rossiter, who between them have contributed twelve of the book's eighteen essays, emphasize the distinction between leadership and mere management. In particular, Hernon assesses the need for leadership in academic libraries and notes that leadership entails excellent communication skills involving "patient persistence in instituting organizational change, creativity, integrity, honesty, credibility and innovation," all of which fashions a culture of trust within the organization. Hernon argues that skilled leadership is more essential than ever, as familiarity with information policy—with its constantly changing and complicated interplay between public policy, information science, and economics—becomes ever more crucial for decision makers within academic libraries. Moreover, library leaders must know how to use interpersonal skills to motivate personnel and promote teamwork among library staff. Successful library leaders cultivate and employ these skills strategically to generate necessary organizational change.

Nancy Rossiter supplements this call to leadership with a literature review on leadership research. She focuses on standard theories of leadership, beginning with the pre-classical "great man" model and segueing into discussion of classical leadership, which emphasizes traits of successful leaders. From there she moves on to more recent approaches such as progressive leadership incorporating transformation; postprogressive leadership, which focuses on social change; and

post-postprogressive leadership, which incorporates Daniel Goleman's research on emotional intelligence. Not surprisingly, she concludes that none of these models is universally superior or even applicable. Rather, there is room for individual variability with each person adopting facets that work best for that specific individual in that specific organization. Rossiter's review is a superb recapitulation of the prominent literature in the field and is both revealing and rewarding.

Similarly revealing is the piece entitled "Library Directors' Views on Leadership." Eight directors of college and university libraries offer responses to questions surveying the means by which these leaders stay attuned to institutional initiatives and respond to them, as well as the means by which they keep librarians focused on matters important to the library and the larger organization. Finally, these directors address the issue of whether library staff members perceive them as the sole leader of the library and whether this perception is accurate. As might be expected, there is great variability in responses, contingent upon the diverse library communities and administrative structures involved. This chapter is most helpful

in suggesting the range of successful approaches to leadership, as articulated and exercised by experts in the field, and in providing suggestions and invigorating ideas for those in leadership positions.

Finally, the editors focus on the future of librarianship as imagined by its potential leaders. Nancy Rossiter offers practical advice in "Preparing the Next Generation of Directors and Leaders." She recommends self-assessment procedures, internship programs, leadership training programs, and mentoring relationships as means for developing future library leaders. The current generation of leaders can nurture their successors by acting as visible role models and thereby modeling successful leadership behavior. Librarianship will prosper through the deliberate strategies and collective wisdom of generations of its leaders.

Ultimately, *Making a Difference: Leadership and Academic Libraries* really does fulfill the promise of its title. Academic (and other) librarians who read this insightful and comprehensive text really can enhance their ability to make a difference as they lead their libraries further into the 21st century.—Lynne F. Maxwell, Villanova University.