

## Goals and Objectives: Writing them: 1

- **Definition of Goals:**
- Goals describe future expected outcomes or states. They provide programmatic direction. They focus on ends rather than means.
- Example 1: provide high quality information services that satisfy user needs.
- Example 2: acquire or make available, in a timely manner, all externally produced information resources needed by the organization

## Goals and Objectives: Writing them: 2

- **Definition of Objectives:**
- Objectives are clear, realistic, specific, measurable, and time-limited, statements of action which when completed will move towards goal achievement. Objectives tell how to meet a goal.
- Generally, two types:
  - Outcome objectives: address ends to be obtained
  - Process objectives: specify the means to achieve the outcome objectives (some sources call these "action" objectives, some call them activities to accomplish)

## Goals and Objectives: Writing them: 3

- Examples of objectives:
- Outcome objectives: Examples
  - To have a 75% customer satisfaction rating on reference requests by xxx date
  - By end of FY xx 50% of all employees will be aware of at least 3 library services
- Note that outcome objectives can be in the form of ultimate, intermediate or immediate

## Goals and Objectives: Writing them: 4

- Objectives (con't)
- Process objectives: examples
  - To provide information consulting services for any company unit that requires it.
  - To provide online database search training on Lexis-Nexis to all users of the service.
- Process objectives begin with words such as provide, train, serve, and need an end date.

## Goals and Objectives: Writing them: 5

- Goals should be stated first and should be general. They are best when categorized around major responsibilities, areas of need, or programs.
- Objectives should be written for each goal because they specify how you will accomplish the goal. They need end dates.
- A good source for how to write goals and objectives:
- [http://www2.uta.edu/cusn/courses/5306/cp/write\\_goals\\_obj.pdf](http://www2.uta.edu/cusn/courses/5306/cp/write_goals_obj.pdf)

## Historical Approaches to Planning

1. Scientific planning (early 20<sup>th</sup> century)
2. Planning, Programming and Budgeting Systems (PPBS) (1970's)
3. Management by Objective (MBO) (1970's and 1980's)

### Historical Approaches to Planning (2)

- 4. Operations Research (OR) (1980's)
- 5. Strategic Planning (late 1980's to date)

### Information Needs Analysis

#### Two Components

1. Environmental analysis
2. Client analysis

### Environmental Analysis

- 1. Organizational Analysis (Outer)  
Issues to Consider:
  - Goals
  - Feedback/evaluation
  - Educate Management
  - Political Opportunities
- 2. Extra-organizational Analysis (Outer-outer Environment)

### Information for Decision Making Quality of Information Issues

1. Relevance
2. Timeliness
3. Historicity
4. Completeness
5. Reliability
6. Cost

### What Information is Used For

1. Support resource organization
2. Staff control and motivation
3. Organizational control

### Client/User Needs Analysis General Methods

- 1. What is the business of the organization?
- 2. How is the organization structured?
- 3. Where are the research and development units?
- 4. What are the future plans of the organization?

## Client/User Needs Analysis Assessing Individual Needs

1. Questionnaires
2. Interviews/focus groups
3. Work diaries
4. Critical incident techniques
5. Statistical data files on use, etc.
6. Combinations of above

## Service Design: General Considerations

- General Model of Service Design:
  - “Black box” model:
    - Input (data, resources, staff, etc.)
    - “Black box” (no details at this point about what happens here)
    - Desired outputs (what you want to accomplish)
  - Begin with desired outputs (what, when, etc.)
  - Then, determine what you need to accomplish them (inputs).
  - Then, detail the steps on how to accomplish the output.

## Service Design: Specific Considerations

- Using the black box approach do this:
  1. Write specific things you want to have happen (e.g., implement an SDI system for selected users)
  2. List all the things you need to put this service into place (e.g., user survey of needs, need a database, need ¼ time staff , etc.)
  3. List how you will do the service (e.g., design and do the survey of users, input into database, study and select a commercial service, etc.)

## Managers as Leaders!

- Managers run organizations by motivating, coaching, and developing subordinates. Managers do PODSCORB, essential tasks for getting the job done. Managers influence people by persuasiveness.
- However, this is not leadership. Managers and leaders are needed in all organizations.

## What is Leadership?

- Leadership is the energetic process of getting other people fully and willingly committed to a course of action, to meet commonly agreed goals or objectives.
- Leaders create (and need) followers.
- Leaders create (and need) change.
- Leaders have a rock-solid value system which provides the glue.

## What is Leadership?: 2

- **Four E’s of leadership:**
  1. Envision: have a vision; then a plan
  2. Enable: create enabling mechanisms that encourage the right kind of action.
  3. Empower: leaders and followers contract with each other to succeed.
  4. Energize: build understanding and a desire for action (have a “story” in the head of what can be accomplished).

### What is Leadership?: 3

- The indirect ability to lead people by setting an inspiring example.
- One who excels in admirable goals.
- Leadership is indirect because it inspires, rather than persuades.
- Leaders do not have to “in charge” to be leaders.
- Charisma is good but not essential to leadership.

### Managers as Leaders

- 1. Demonstrate that you exemplify your organization’s goals.
- 2. Be the best that you can be in your area.
- 3. Show by example what direction to take.
- 4. Welcome change.
- 5. Welcome innovations.
- 6. Encourage leadership in others.

### Some Leadership Sources

- [www.leaderx.com/](http://www.leaderx.com/)
- [www.leader-values.com/](http://www.leader-values.com/)
  - See especially John Gardner’s book and powerpoint slides on leadership at this site.