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Biz of Acq — Values: A Human and Organizational Resource

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Column Editor's Note: Knowledge of staff values allows employers to focus and support their organizations in achieving particular goals.

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Why Identify Values?

Values are a subjective assessment or perception of the degree of meaning, significance, desirability, goodness, attractiveness, appropriateness, or importance of some property, quality, process or object. As such, values are the determinants of behavior and motivation. There are many reasons why employers and managers need to identify values of library staff. Some of these are explained below.

Values permeate all relationships and interactions between individuals and within organizations. Since values define, support, and cement relationships, an increased familiarity with staff values makes a better manager. Staff members respond to others, be they library patrons, peers, supervisors, or subordinates, in ways shaped more by values than by analysis of situations. Consequently, managers who know the values held by staff can better determine the quality, consensus, and focus of organizational decision-making in times of crisis or urgent need.

Values underlie bias, bigotry, and discriminatory behavior. If a library manager wants staff members to respond to everyone with the same alacrity and even-handedness, he/she must begin by examining staff values. Values have tremendous power. They are the foundation of what people identify as virtues. As such, they are grounded in the fundamental emotional being of each person. Managers can tap this emotional and psychic energy for productivity, creativity, loyalty, and community building.

How each superior evaluates a subordinate's character, reliability, and worth is a function of the superior's values. The manager must understand this in order to place evaluations in proper context. Values affect motivation, and motivation affects organizational performance. A manager's ability to motivate is more closely related to his/her own values and the subordinates' values than it is to managerial expertise and training. Consequently, library managers who understand the values held by themselves and their staff will be better able to improve

organizational and individual performance than those who do not.

Shared Values and Value Differences

Managers must be able to identify and mobilize shared values; shared values are necessary to make internal organizational processes run smoothly. Without shared values, there can be no trust among superiors, subordinates, and peers; and, consequently, little intellectual synergy in the organization. Shared values are the basis of a common language upon which organization-wide communication must be based. Without such a basis of shared values, communication of any kind will have little ability to motivate the organization as a whole or to change the behavior of many staff. As long as the trends to decentralization, delegation, and empowerment continue, the importance of shared values will increase. Shared values are the only effective basis upon which central organizational control functions can be built.

The degree to which values are shared determines the extent to which managers must develop and monitor codes of ethics. Such codes define the boundaries to the display of values (through behavior) in the workplace. For organizations where employees have values in common, these codes are a needless formality; however, for organizations whose employees have diverging, conflicting values, these codes are both necessary and difficult to implement. Individuals whose values conflict with those of the rest of the organization are often very creative and productive; as such, they contribute substantially to organizational success. However, these employees may be difficult to manage and thus require substantially more managerial support than other staff members. Consequently, an organization can make effective use of only a limited number of such staff members. Managers must know the values of individual staff in order to monitor the scope and degree of a staff member's deviance from shared values.

Values predetermine the outcome of group decision-making. If the values of the participants are too homogeneous, it is likely that too few innovative ideas will be introduced, recognized, or appreciated. Managers must balance the need for a common organizational or team culture with one that has within it a diversity of values, expressed as different viewpoints, metaphors, and/or perspectives. Highly creative and/or highly productive staff members may be those who have values deviant from the majority in the organization, including their superiors. Their deviant values are the very qualities that allow

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Questions & Answers

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of libraries and archives there is no difference between photocopiers and scanners; each may be used to reproduce articles, chapters and the like. If the library provides public use scanners, then the section 108(f)(1) notice should be placed on or near that equipment just as is done on photocopiers.

QUESTION: *A college library wants to make available to its users Amazon-like functionality of "Search Inside" this book. The librarian's supervisor has said the following, "I cannot imagine that Amazon is calling tens of thousands of publishers to get permission to be able to present a "search inside" functionality. Since Amazon probably is using "fair use" doctrine, could the library not claim fair use and download Amazon's scans?" How does Amazon get permission to use covers, contents, chapters, etc., from publishers without contacting thousands and requesting permission? Would a library need something in writing from Amazon to download their scans?*

ANSWER: Amazon is selling books, and many publishers may not object to the look-inside-the-book feature. Others have objected. Publishers view libraries as interfering with book sales, so clearly they are not likely to permit libraries to do this without seeking permission directly from the publisher. Amazon may have permission for this feature, but whether it does or not, libraries are not considered the same as a book seller.

QUESTION: *If an author of a work conveys by deed of gift the rights to their work, what does that include? Does the library then own the copyright?*

ANSWER: It depends to some extent on the exact wording of the deed of gift. Assume that the donor author says "I transfer to the archives all my rights in my work." This language means that the library owns the copyright. But if the deed of gift says "I transfer the right of public display" or transfers less than the full copyrights, then the library does not own the copyright and must seek permission to reproduce the work, etc.

these employees to question long-cherished assumptions, to create new metaphors, integrate novel solutions, and view problems from different perspectives.

Values come into conflict in any work environment. Managers must understand underlying value differences in order to deal effectively with these conflicts. There are different sets of values at play in interactions: values of each individual staff member, values of the work units involved, of the organization, and of society. Examples of such conflicts include the following value dichotomies: community versus autonomy, self-expression versus job security, creativity versus predictability, group homogeneity versus creativity, and team solidarity versus honesty. Values-based conflicts often result in suppression of anger by those involved. The cause of the resultant unpredictable and/or dysfunctional behavior may be difficult to identify, particularly if the underlying conflicting values are not understood. Managers must know the values of the staff they supervise in order to anticipate and negotiate conflicts that are, at their basis, conflicts over values.

Which Values to Encourage?

Managers can and must determine which values are critical to organizational function and which are not. To do this, they must first recognize that there are three levels of values. These are listed below in deductive order.

1. **"Causal" values** are expressions of basic beliefs. Examples of these are beliefs in the primacy of nature, evolution, fate, or destiny. Causal values are well beyond the scope of this article; however, they are of concern to organizations since "end-state" and "means" values (see below) are derived from them. Some organizations have tried to bring about a greater homogeneity in the derived types of values by selecting employees with homogeneous causal values. However, this practice merely sustains the current level of organizational momentum. As a result, possibilities for creativity and innovation are severely diminished.

2. **"End-state" values** are desired conditions or outcomes. Examples of these desired end states are freedom, respect, understanding, wisdom, compassion, security, comfort, beauty, pleasure, excitement, fame, harmony, and/or justice. Organizations must focus on end-state values because it is here that the greatest homogeneity of values exists among employees. If a manager supports a set of end-state values to which his/her employees are committed, that manager may delegate, empower, and devolve responsibility with little worry about loss of control and focus. Organizations that are widely recognized for their success constantly reaffirm end-state values common to nearly all employees. Such reaffirmation increases employees' loyalty to the organization, which is seen to be the embodiment of these values.

3. **"Means" values**, which are qualities or characteristics that are admired. Examples of these are courage, logic, perseverance, civility, obedience, cleanliness, honesty, decency, dis-

cipline, loyalty, and/or power. It is in means values that the greatest diversity of values occurs in an organization, because these values are statements of personality as well as social conditioning. They are important for managers to identify and understand, since they often determine "bad chemistry" between individual superiors and subordinates. Although both parties in these situations may contribute substantially to good organizational performance, their means values simply are incompatible. Consequently, a "problem employee" can be defined only in terms of a "problem manager." A manager can keep from losing creative and productive employees by placing them with supervisors who have compatible means values. There is enormous potential in such placements. A manager who does not identify means values is forever blinded to knowing just where to place employees for maximum effectiveness.

How Can Managers Identify, Develop, Support, and Exploit Staff Values?

Because values are subjective, they can be changed, albeit with much personal and organizational effort. Changing values brings about change in a host of subsidiary, mentally-based phenomena, including motivation, time horizons, perspectives, attitudes, relationships, and priorities. Managers must recognize these subsidiary phenomena before they introduce programs designed to change underlying values. They should not try to deal directly with subsidiary phenomena, but should establish programs that directly address core, underlying values.

The techniques available to managers to identify, develop, and exploit values are numerous. They are also difficult to classify because of extensive overlap in technical application. Nonetheless, the following classification is offered as an aid to creating a portfolio of tools for the manager to use. The listings within each class are illustrative rather than exhaustive.

Values communications techniques — few organizations consciously control the values being communicated within the organization through both formal and informal means. There are three major areas for **values communications**. These are:

- **planning processes.** Values communications are part of the planning process in all its stages: the determination of why there is a need to act (which can be used to instill values of competition and survival), the determination of appropriate organizational philosophy or mission, the determination of appropriate organizational objectives, and the determination of appropriate organizational strategies.
- **enculturation control.** Values communications are one way organizations control cultural development. Administrators can choose appropriate, desired values and disseminate them through controlled communications concerning an organization's histories, heroes, gossip,

stories, humor, and myths. Few organizations control and exploit all of these means of values-related communications.

- **communication of decision and action.** Values are built into every organizational decision and action. By communicating and explaining the values underlying selected decisions and actions, the manager can reinforce specific desired values. Few organizations consciously control this aspect of communication processes.

Values awareness techniques — examples include:

- **introspective employee self-awareness techniques**, where employees privately consider specific questions on values, such as "What values caused me to be hired/promoted?"

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- **guided employee self-awareness techniques**, which are facilitated by third parties skilled in studying values
- **introspective team self-awareness techniques**, where team members jointly consider specific questions on values
- **guided team self-awareness techniques**, which are facilitated by third parties skilled in studying values

Values analysis techniques — examples include:

- **transaction or interaction analysis techniques**, which involve the analysis of behavior to determine underlying values

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- **values clarification techniques**, which involve open discussion to determine values more fundamental than those first voiced, which tend to be more hackneyed, socially approved, and socially expected
- **values theory techniques**, which, stemming from operations research, employ quantitative valuations of the qualitative values used in decision-making
- **shared values techniques**, which try to identify common, overlapping values among groups of employees

Group process valuing techniques — examples include:

- **organizational development**, which is an entire discipline devoted to values-based organization transformation
- **support groups**, which should be centered on specific values
- **valuing in group decision-making**, which involves the verbalization, identification, and prioritization of conflicting values within an organization
- **discussion groups**, which involve the discussion of controversial books, articles, advertisements, and/or events. The discussion can be couched as an academic exercise, though most employees will openly furnish significant information on the values that they hold most strongly.

Values monitoring techniques — examples include:

- **individual self-monitoring** of performance against specific values
- **group self-monitoring** of performance against specific values
- **manager monitoring** of employees' performance against specific values

It is in a manager's interest to test and/or monitor certain behavior, because it identifies and measures convergence and divergence of values. For example, team members who consistently choose to eat lunch alone or with outsiders rather than with their co-workers or team members may not place team values sufficiently high in times of crisis. Alternatively, staff members who consistently choose not to share information with their managers and/or peers may not place organizational values sufficiently high even in normal times.

Values training techniques — effective values training should approach values in the following ways:

- **cognitive**, which involves understanding the variety and priorities of values at work in any specific situation
- **affective**, which involves understanding how values affect different players and the consequences of choosing alternative valuing in decision-making

Values feedback techniques — an example is values analysis, which involves the reporting of observable values in decision-making to the decision-makers.

Values recognition techniques — recognition systems should be timely, behavior-based, situation-specific, and public. When recognition is behavior-based, colleagues easily accept and readily acknowledge the recognition given others. Some values recognition techniques are:

- **immediate value-based** recognition systems
- **annual value-based** reviews, which should reflect the accumulation of immediate value-based recognition systems (the prior point), so that nothing is forgotten and nothing is discounted because of potential later disfavor
- **career value-based** planning systems, which allow employees to know which values to develop and/or emphasize so that their resultant performances will be given significant recognition in the future

Techniques to reward values — these include:

- **value-based** reward systems.
- **competence-based** work-learning progression systems, which tie compensation and title to progression through quantifiable levels in various, selected valued competencies.

Techniques to assist valuing in dry runs — these techniques allow employees to practice applying organizationally approved values, in the expectation that repetition will familiarize them with these values and that they will integrate them within their own value systems.

Techniques to assist in the maturation and change of values — these values-based techniques help younger employees move from an arena where individual performance is all that matters, to an arena where the quality of total organizational performance is of paramount importance.

Conclusion

A manager must examine values at all stages of human action. The following deserve particular emphasis:

- **awareness of values** — this concerns the recognition of individual and group values
- **analysis of values** — this concerns the study of the expectations and consequences of alternative valuing in decision-making
- **prioritization of values** — this concerns the ranking, sorting, and weeding of values. For example, it is often helpful to rank values by **Maslow's** hierarchy of needs: self-actualization (congruence and/or transcendence of internal and external values), esteem (valuing self-esteem and the esteem of others), community (sharing values with family, teams, organizations), safety and security (valuing of privacy, health, and possessions), and physical needs (valuing of food, clothing, and shelter). Managers must know which level to emphasize to different staff members at different times.
- **verbalization of values** — this concerns the verbalization and communication of the organization's value system through such avenues as its statements of philosophy and mission
- **focus on values** — this concerns how, when, where, why, and to what degree an organization acts on its values

Values are a largely unidentified and under-exploited resource. When identified and understood, they are powerful tools. Even positive, constructive values can become destructive if pursued obsessively; and negative, destructive values must sometimes be cultivated in order to make desired changes in organizations. A knowledge of values can be directly and immediately applied in the management of all organizations, including libraries.

And They Were There

Report of Meetings — MLA, and SLA

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2006 Medical Library Association Annual Meeting and Exhibition.
“*Transformations A-Z*.” Phoenix, AZ, May 19-24, 2006.

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The theme of the annual **MLA** meeting, held May 19-24 in Phoenix, AZ, was “*Transformations A-Z*.” There were 2,292 attendees registered for the meeting (as of May 22nd). An entry in the online “Phoenix Diaries” of **2005/2006 MLA** president, **M.J. Tooley** on April 24th may have predicted the sentiments of many attendees “In my almost 20 years in **MLA**, I have groused with the best of them about program

overlap and the many things that occur at the same time. But never like this year.” The **MLA** sections’ sponsored programming was color coded by theme: Collections / Resources, Healers and Healing, Research Methods, Education and Outreach, Leadership and Professional Development. Contributed papers varied across tracts with potential interest: scholarly publish-

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