

# Recent Publications

## BOOK REVIEWS

**Riggs, Donald E., ed.** *Library Leadership: Visualizing the Future*. Phoenix: Oryx Press, 1982. 153p. \$27.50. LC 82-2174. ISBN 0-912700-64-5.

"Appalled by a scarcity of books and articles on leadership in the library literature," editor Donald Riggs has set about to provide some thinking that he hopes will lead to strong, creative leadership for librarians as we are "led" into the next century. Enlisting the aid of eleven other librarians to help him visualize the future in library leadership, the editor has assembled a collection of essays that provide a thoughtful starting point for "identifying the role (library) leadership must serve during this decade and the ensuing one."

The editor sets the tone for the book in his introduction, where he gives some insights into leadership in general, particularly from the writings of Warren Bennis, and then shares some of his own perceptions of leaders and leadership. He then turns to his colleagues for their views on leadership as "derived from their role as leaders and/or their experience in the area in which they are writing." Essays cover types of libraries as well as library services. Florence Kirwin writes on leadership in small public libraries while Don Sager explores the topic as he perceives it applying to the large public library. The academic world is partially covered by Sheryl Anspaugh, who discusses leadership in community/junior colleges, and Edward Shaw, who looks at the subject from the perspective of the research li-

brary. Harold Lord examines the school library/media arena, while Stephanie Stowe approaches the issue from the special-library point of view. Library services are covered in essays by Michael Gorman on technical services, Dora Biblarz on collection development, and Carolyn Dusenbury on reference services. Tom Galvin looks at library education, while Donald Riggs speaks to the leadership issue at the state level, and Elizabeth Stone anchors the book with a discussion of leadership at the American Library Association. All of the essays are well written, but as is true of any such collection, some make stronger statements than others, e.g., Don Sager, Edward Shaw, Michael Gorman, and Elizabeth Stone, to name only four.

Effective leadership, suggest many of the essayists, will require a thorough understanding of the environment in which librarians will be working and an ability to function within the changing dynamics of an individual situation, particularly as it relates to meeting increasing demands with fewer resources. Inherent in this leadership will be what Edward Shaw speaks of as the "courage to fail." Risk taking, vision, innovativeness, flexibility, initiative, critical judgment, and sensitivity to the needs of other human beings, whether staff, users, or decision makers, will be some of the characteristics of effective leadership in the ensuing years. Critical to the whole issue will be the individual's response to technology. Probably no

other phenomenon will have (or is having) greater impact on libraries and librarians than technology. How well the issue is handled will go a long way toward the success or failure of library leadership, and from there our success or failure as libraries and librarians.

Overall, one can get a good start on visualizing the future of library leadership in this collection of essays, though some will be disappointed. Librarians in the medium-size public library, the four-year college, or the small university will not find their concerns addressed directly, an interesting lacuna, considering from numbers alone, their positions in the library world. This is not to say that librarians in these settings will not find something of value to them in the book, but they do have specific needs that should have been addressed.

There is something for everyone in this book, and hopefully, it might stimulate a class lecture or two in the library schools. All in all, a thoughtful beginning point for focusing on a critical need for the profession in the immediate future, leadership.—Robert D. Carmack, *University of South Dakota*.

**Coser, Lewis A.** *Books: The Culture and Commerce of Publishing*. New York: Basic Books, 1982. xiii, 411p. LC 81-66100. ISBN 0-465-00745-7.

Each year, it seems, at least one new book on publishing comes on the market. Books about the making of books remain popular and the industry continues to draw interest from within as well as from the outside. Viewpoints, of course, differ. Publishers such as William Jovanovich, Stanley Unwin, and more recently McGraw-Hill's Curtis Benjamin, offer strong personal views based on long-term experience, but without the benefit of research. Others, such as John Dessauer, have approached the subject in a more general, almost journalistic way, thus offering good descriptions, but no interpretations. The late Fritz Machlup made a monumental attempt to capture the world of books in his macro-economic study on the printed word (New York, 1978).

Now the time for the sociologists has come. Lewis Coser and Charles Kadushin are established and prominent social scientists, and their associate Walter Powell appears to be on his way to such standing with his forthcoming book on decision making in scholarly publishing (Chicago, 1983). Appropriately, the authors are "largely concerned with the rich context of human relations." They recognize that it is hard to generalize about an industry as diversified and heterogeneous as publishing. Yet, they aim at a full-scale study emphasizing nonfiction, using prevalent social science research techniques and methods.

The first part of the book deals with the history and structure of the industry. The topic has been well described elsewhere, but the treatment here is different. For instance, the always controversial topic of mergers and power concentration is enlightened by good research on specialized and successful smaller publishing ventures, thus presenting a much more balanced point of view. A most interesting chapter on networks, connections, and circles presents invaluable insight into the flow and process of decision making.

The people who write and make books are the subject of the second part of this book. These chapters, by combining factual data and interview results, make for very informative reading about authors, editors, and others in the industry. The chapter on the growing importance of women in publishing deserves special attention. The final chapters deal with "outsiders" such as literary agents and book reviewers. It is somewhat surprising that the authors identify book distribution channels as if they were outside of the industry. While it is true that many publishers consider the matter of distribution to be someone else's problem, the recent Book Industry Study Group report on the issue (New York, 1982) suggests that it is a problem central to the industry.

A fascinating epilogue on publishers as "gatekeepers" of ideas will stand as a welcome and important contribution to the literature. The book ends with a very useful and enlightening appendix on research