



**Public Management means Strategic Management – How can libraries fulfil the requirements of the New Public Management?**

Dr. Petra Düren

German National Library of Science and Technology (TIB)

Department „Financial Management and Administration“

Responsible for the „Corporate Management“

Hannover, Germany

[petra.dueren@tib.uni-hannover.de](mailto:petra.dueren@tib.uni-hannover.de)

**New Public Management**

New Public Management has the following consequences for different aspects of library management:

- ✓ the organizational structure (decentralization, group-work, team-building),
- ✓ the management (vision, strategic planning),
- ✓ the leadership (management by delegation, management by objectives),
- ✓ the customer-relationship (higher customer-satisfaction),
- ✓ and cooperation.

With the state, the civil society, and the market, there are three forces that put pressure on the libraries. Therefore a library has to be efficient, effective, and competitive. For this the German National Library of Science and Technology (TIB) has developed a strategy including a vision, implemented the Balanced Scorecard (BSC) as its strategic management system, plans yearly programme budgets based on cost and activity accounting, has carried out customer as well as employee surveys, and is implementing a quality management with process documentation and optimization. The TIB has also implemented group-work and found partners to build a longterm cooperation with.

**BSC as a strategic management system for libraries**

After developing a strategy with a vision and strategic goals, there was a need for a strategic management system to be able to fulfil this strategy. To revise the strategy, the top management of the TIB used the SWOT-analysis to find out, which strengths, weaknesses, opportunities, and threats the library has. The following goal-buildingprocess during the development of the BSC was not easy, but not as difficult as finding the right actions and projects to reach these goals. But the most difficult part was the definition of key performance indicators.

**Influence of leadership and organizational culture on the use of the BSC as the libraries strategic management system**

For my dissertation I did a quantitative research on the topic “How leadership and the culture of the public organization can influence the operation and use of a strategic management system (here the BSC)”. The TIB as a public institution, using the BSC as its strategic management system, took part in this study. I can offer some interesting results concerning the leadership-style (transformational and transactional) of the management as well as a basic idea about the need for a culture that is based on trust, participation, information, and lesser regulations to successfully implement the BSC in a library.

**Keywords:** New Public Management, strategic management system, Balanced Scorecard, leadership, organizational culture