



LDP REPORT 2025

**LEADERSHIP DEVELOPMENT
PROGRAMME**

for
**GenNext
LIBRARIANS**

Jointly organised by

**Goa Institute of Management
and
LIS Academy, Bangalore**

4th to 6th June 2025

Venue:

Goa Institute of Management (GIM), Goa



SUMMARY

The Leadership Development Program (LDP) for GenNext Librarians, jointly organized by the Goa Institute of Management (GIM) and LIS Academy Bengaluru in June 2025, is a comprehensive three-day residential event designed to empower senior librarians and information professionals with contemporary leadership, management, and innovation skills. The program aims to transition librarians from traditional custodians of books to dynamic leaders navigating digital transformation, AI integration, change management, stakeholder engagement, and emotional intelligence in modern library ecosystems.

The inaugural session set a visionary tone emphasizing the evolving role of libraries as strategic knowledge hubs critical to academic ecosystems amid rapid technological changes. Sessions were delivered by professors and experts from GIM and library leaders, covering topics such as strategic leadership, change management, communication, emotional intelligence, decision-making, technology adoption, user engagement, library space design, and future leadership paradigms in librarianship. Through case studies, frameworks, interactive exercises, and reflections, participants explored challenges such as balancing physical and digital resources, overcoming resistance to change, fostering empathic communication, and designing emotionally intelligent teams.



The program underscored that leadership now demands visionary foresight, emotional maturity, strategic thinking, and design-led innovation to develop libraries as inclusive, technological, and user-centered knowledge spaces. Participants were encouraged to embrace hybrid approaches, advocate for sustainable funding, promote lifelong learning, and transform libraries into vibrant spaces that inspire reading, collaboration, and innovation for future generations.

DETAILED OVERVIEW OF THE PROGRAM

The Leadership Development Program (LDP) for GenNext Librarians commenced on 4th June 2025 at the Goa Institute of Management, reflecting a timely response to the profound disruptions sweeping academia and information services. The collaborative effort by GIM and LIS Academy Bengaluru signifies a strategic convergence of library science with management expertise—a critical blend in today's context.

INAUGURAL FUNCTION

The Goa Institute of Management (GIM), in collaboration with LIS Academy, inaugurated a three-day residential Leadership Development Program (LDP) aimed at empowering senior librarians and information professionals.



Ms. Krisha Pereira compered the Inaugural function. She welcomed all the participants, guests, speakers, and dignitaries with a few reflections on the role of modern librarians and how it is evolving from traditional custodians of books to dynamic leaders who are required to navigate the digital information era, promote digital literacy, and lead knowledge strategies. Ms. Krisha also explained the purpose behind the program, which is to recognize and support that transformation by fostering reflection, collaborative learning, and visionary leadership.

Ms. Arya Borkar led the audience into a prayerful experience through an invocation song.

Dr. Takappa R, Chief Librarian and Organizing Secretary, warmly welcomed all dignitaries, resource persons, and participants to the Goa Institute of Management for the Leadership Development Program for Senior Library Professionals.



Dr. Takappa R

He emphasized the transformation of librarians into strategic leaders in a digital age and highlighted the program's aim to enhance leadership, communication, decision-making, innovation, and change management skills. Dr. Takappa expressed deep gratitude to the organizing partners, resource persons, and institutional leadership for their support, and encouraged participants to engage fully in this three-day journey of reflection, collaboration, and visionary growth for the betterment of libraries and the communities they serve.

The Leadership Development Program (LDP), jointly organized by the LIS Academy and Goa Institute of Management (GIM), was formally introduced by **Prof. P. V. Konnur, President of LIS Academy**.

He expressed gratitude to GIM's Director, Prof. Ajit Parulekar, for his support and collaboration in hosting the event, which originated from discussions during Prof. Konnur's earlier visit to GIM in 2024.



Dr. P.V Konnur

Prof. Konnur emphasized that the LDP was conceived to equip senior librarians and information professionals with strategic leadership, decision-making, and management skills, addressing the growing need for leadership that blends library science with managerial insight. Hosting the program at a management institute like GIM allowed participants to benefit directly from seasoned management experts.

He also gave an overview of LIS Academy, a non-profit established in 2016, committed to advancing library and information science in India. Prof. Konnur concluded by thanking GIM and all participants, expressing hope for an enriching and transformative three-day learning experience.

The compere thanked Prof. P.V. Konnur and proceeded to invite the dignitaries to the stage to participate in the ceremonial lamp lighting.

The course material for the Leadership Development Program (LDP) was formally released by **Mr. Jelani Mohammed**, Registrar of Goa Institute of Management. This symbolic moment highlighted the beginning of the participants' structured learning journey, aimed at equipping them with the necessary tools, insights, and inspiration to foster leadership in their professional roles.



Mr. Bhushan Savaikar, Director of Higher Education, Government of Goa, delivered a thought-provoking keynote that emphasized the critical role of librarians in the age of rapid technological evolution and information explosion. He noted that while technology provides vast access to information, it also poses challenges—particularly in diminishing attention spans and the human touch in knowledge services.

He raised essential questions about the continued relevance of libraries when content is so easily accessible online and highlighted the unique value of physical libraries in fostering deep reading, focus, and meaningful engagement—something digital media often fails to provide due to constant distractions.



Mr. Bhushan Savaikar

Mr. Savaikar stressed that modern librarians must go beyond traditional roles and function as emotionally intelligent leaders who can guide users in navigating vast information sources wisely. He emphasized the importance of human interaction, attitude, and responsiveness in library leadership, as these factors can influence whether individuals return to using library services.

He commended the Leadership Development Program for addressing these contemporary challenges and expressed hope that it would equip participants to lead with insight, empathy, and strategic foresight.

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Mr. Jelani Mohammed, Registrar of GIM, delivered the presidential address next. Mr. Jelani Mohammed emphasized that libraries are no longer passive repositories but platforms of possibility at the heart of academic ecosystems. He noted their evolving role in supporting not just teaching and learning, but also critical thinking, research integrity, and interdisciplinary collaboration.

He highlighted the need for library leadership that is initiative-taking, participative, and progressive, and stressed that leadership today is defined more by influence and authenticity than by hierarchy or authority.



Mr. Jelani Mohammed

The Leadership Development Program (LDP), he said, is not merely a capacity-building effort, but a call to action, urging participants to reimagine their institutions, empower teams, and drive innovation.

Mr. Mohammed called upon senior library professionals to use their position to mentor others, foster collaboration, and advocate for library inclusion in national education policy. He concluded by commending GIM and LIS Academy for their vision and expressed hope that the program would ignite fresh ideas and strengthen the commitment to transformative librarianship.



The LDP organizing team expressed their gratitude by felicitating key dignitaries with tokens of appreciation. This gesture acknowledged their valuable contributions to the program.



Dr. Shivram B.S., Organizing Secretary of LIS Academy, delivered the vote of thanks at the conclusion of the inaugural session of the Leadership Development Program (LDP) for GenNext Librarians. He expressed heartfelt gratitude to: GIM leadership, especially Director Prof. Ajit Parulekar, for hosting and supporting the event. Dr. Shivram B.S. also thanked the Chief Guest, and dignitaries who graced the event with their presence as well as all resource persons and participants from across India for their valuable contributions.

Prof. P.V. Konnur and Dr. Takappa, were also thanked for bringing together this 3-day program and for flawless execution. Dr. Shivram B.S. concluded the Vote of Thanks by thanking the technical and support teams for ensuring the smooth conduct of the session.



Dr. Shivaram, B S

The inaugural session concluded with Ms. Krisha asking all the participants to gather for a group photo. All participants were served refreshments after the Inaugural function. The participants were encouraged to build connections and engage in lifelong leadership journeys in librarianship.



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TECHNICAL SESSIONS

Session 1:

Strategic Leadership and Vision Development by Prof. Rahul Sukumaran, Assistant Professor, GIM

Prof. Rahul guided the discussion around strategy and leadership in the context of librarianship. He handed out a case study, titled 'The Librarian's Dilemma,' to the participants to read. The session was an interactive discussion on the protagonist in the study who is caught between preserving a physical library and adapting to digital transformation, especially AI integration.

Core Issues (balancing physical resources (print books, ambience) with digital resources and AI tools and challenges faced by the Librarian (fear of losing the library's physical identity, budget constraints (notably a large 7 crore INR cost to maintain print resources), and resistance to technology adoption, especially among senior faculty) were the points raised by the participants through the discussion.



Prof. Rahul Sukurmaran



Participants expressed their thoughts on the case and presented different arguments too. Some of the key points were:

- Students and junior faculty tend to favor AI and digital resources, while senior faculty and others still value physical books.
- AI is seen as a facilitator, not a replacement for knowledge acquisition; physical books offer experiential value like the smell and feel, which digital cannot replicate.
- Real-world funding problems were shared, including reliance on CSR funds and sudden withdrawal, emphasizing that convincing authorities for large funds is difficult.

- Prof. Rahul asked the participants to think about practical steps to the current problem at hand. Some suggested that finding a “middle path” or balanced hybrid approach between physical and digital would be good. Others felt that certain rare archival letters are not available online and therefore hold irreplaceable value. One participant also shared her views. She said that in her experience students’ preferences also vary, with some preferring physical books for deep reading and others favoring digital resources for convenience.

The final takeaway of the session was that due effort must be taken to sensitize students on responsible AI use. Upskilling staff and trying to advocate for funding through alumni or CSR networks would bring about sustainable transformation.

Session 2:

Change Management and Innovation by Prof. Rathish Bhatt, Associate Professor, GIM

The session, led by Prof. Rathish Bhatt, addressed the need for strategic transformation in academic institutions amid Gen AI disruption and changing student behaviors. Traditional models of learning, like textbook-based study and physical libraries, are being replaced by summary-driven, AI-supported learning, compelling faculty, and institutions to adapt rapidly.



Prof. Rathish Bhatt



- His session dived into a specific area of how ‘change’ is driving learning. Prof. Rathish explained that change must be aligned with learning outcomes and future-readiness. He said that libraries should evolve into technology-enabled knowledge centers that integrate AI and digital tools to remain relevant.
- Prof. Bhatt highlighted common reasons for failed change efforts such as resistance due to fear of irrelevance, lack of sharp vision and poor communication, cultural and structural inertia within institutions.

Prof. Rathish emphasized that motivation must be personal. Prof. Bhatt introduced Carol Dweck’s mindset theory and how growth mindset values learning, effort, feedback, and resilience. Participants self-assessed using a Likert-scale mindset tool.

Prof. Rathish drove in the message that change is most effective when stakeholders are empowered. He introduced the concept of Kurt Lewin’s Change Model:

- Unfreeze – Challenge existing norms.
- Change – Roll out new systems/processes.
- Refreeze – Institutionalize the new way.

The key takeaways of the session were:

- Change is inevitable and must be embraced proactively with vision and empathy.
- Mindset shifts, especially among educators and leaders, are critical.
- Empowered participation, open feedback channels, and trust-based leadership drive successful transformation.
- Institutions that fail to adapt—like Kodak and Nokia—illustrate the cost of ignoring change.

Session 3:

Communication and Stakeholder Management by Prof. Karman Khanna, Assistant Professor, GIM

Prof. Karman Khanna delivered an engaging and introspective session exploring the deep connections between belief systems, culture, and communication. He emphasized that communication is not just about language or presentation, but a reflection of how we relate to the world, others, and ourselves.



Prof. Karman Khanna



He began by urging the participants to reduce screen time and approach the session with reflection and openness rather than expectation of novelty. Participants were invited to reflect on non-living objects that hold emotional value. Prof. Khanna shared his own attachment to old paintbrushes, prompting stories from others about pens, ID cards, tickets, and unusual keepsakes. This illustrated how non-verbal communication and identity are often expressed through objects.

He humorously asked, “Would you marry this object?”—sparking discussion on emotional attachment, cultural norms, and symbolic relationships with inanimate items. Examples like Erika Eiffel marrying the Eiffel Tower highlighted how culture defines what’s seen as acceptable or rational.

Prof. Karman Khanna demonstrated how language reflects cultural worldviews, such as agency in sentence structure (“You dropped the pen” vs. “The pen fell”), or why Indians may apologize to a book while others may not see that, as necessary. He introduced the concept of Solomon’s Paradox, showing how second-person self-talk fosters better problem-solving and detachment.

A critical insight was how we often humanize objects but dehumanize people—e.g., treating service workers or even ourselves as functional, emotionless entities. This was linked to automation and increasing depersonalization in communication.

Drawing on ideas like Virat Purusha from Hinduism, he contrasted the collectivist Eastern view of interconnectedness with the individualistic Western emphasis on performance and self-presentation. A participant’s example of building a humanoid library robot led to a discussion on the “Uncanny Valley”—where machines that seem too human can evoke discomfort—and the broader question of how empathy and emotional intelligence should be programmed into artificial communication.

Prof. Khanna concluded by reinforcing that effective communication begins with introspection. Understanding and unlearning unconscious beliefs—about ourselves, others, and the world—is key to becoming a more aware and empathetic communicator. Through interactive exercises, humor, and philosophical depth, the session offered a unique lens on the cultural, emotional, and cognitive dimensions.

Session 4:

Emotional Intelligence and Conflict Resolution by Prof. V. Padmanabhan, Associate Professor at GIM.

Prof. Padmanabhan led an interactive session emphasizing the critical role of Emotional Intelligence (EI) in managing interpersonal conflict. He encouraged participants to be emotionally and cognitively present, highlighting that true engagement goes beyond physical attendance.



Prof. V Padmanabhan



Participants engaged in roleplay involving two scientists negotiating over resources, illustrating real-world conflict dynamics. Groups strategized and enacted negotiation, fostering experiential learning.

Prof. Padmanabhan explained to the participants that conflicts stem from unmet or competing needs. Effective resolution requires identifying these needs clearly and focusing on present realities rather than past assumptions or biases.

Prof. Padmanabhan described five styles, balancing assertiveness, and cooperation:

- Competing – high assertiveness, low cooperation
- Avoiding – low assertiveness and cooperation

- Accommodating – low assertiveness, high cooperation
- Compromising – moderate assertiveness and cooperation
- Collaborating – high assertiveness and cooperation (ideal but hard to achieve)

He later went on to describe the role of Emotional Intelligence in Conflict. Prof. Padmanabhan stated that EI involves awareness of one's emotions (anger, irritation) and regulating them through positive coping mechanisms to maintain self-control. Self-awareness prevents reviving old conflicts and focuses on the here-and-now interaction.

As the session progressed, Prof. Padmanabhan spoke on how empathy must translate into actionable dialogue and collaboration, and the role of open conversations in fostering trust and sustainable relationships. Prof. Padmanabhan concluded that conflict is natural but must be managed with a balance of assertiveness and cooperation, underpinned by emotional intelligence. Leadership effectiveness depends on managing emotions and relationships consciously, focusing on reciprocity and interdependence rather than mere competition

Post session 4, there was an ice-breaking session where participants were asked to introduce themselves to the other co-participants.

Day 1 of the LDP event concluded with a Gala dinner at 7 pm.

Session 5:

Decision-Making and Problem Solving by Prof. Rohit Prabhudesai, Associate Professor, GIM

Prof. Prabhudesai focused on strategic decision-making using real-world business cases and analytical frameworks. Key themes included:

Zepto and Zudio were cited as examples of how strategy can make profitability fashionable.

Harvard Business Cases such as Apple Inc. (2015) and Maruti were discussed to explore business evolution and leadership decisions.



Prof. Rohit Prabhu Desai



A Case on Apple was also discussed. Prof. Rohit spoke about Apple's journey since its founding in 1976, covering major product launches (Apple I, Macintosh, iMac) and leadership changes (Jobs, Sculley, Spindler, Amelio) and highlighted how Steve Jobs' return brought unique, brand-driven innovation to avoid bankruptcy.

He also emphasized Apple's high R&D costs, lack of compatibility, and focus on premium, differentiated products.

The next segment that Prof. Rohit dived into was the Frameworks for Analysis and Decision -1. SWOT Analysis: Strengths (e.g., brand, innovation), Weaknesses (e.g., cost, leadership instability), Opportunities (external trends), and Threats (low-cost competitors). 2. TOWS Matrix: Moves beyond analysis to decision-making—linking internal strengths to external opportunities and identifying how to overcome threats and weaknesses.

Other takeaways of the session were centered around leadership. Prof. Rohit explained that good leaders leverage strengths rather than only fixing weaknesses and cited the examples such as -- Steve Jobs reinventing products at the maturity stage; Tata Motors holding firm on safety as USP for Nano, DMart succeeding despite poor ambience due to price-driven strategy.

With respect to Library Relevance, Prof. Rohit Prabhudesai demonstrated how the frameworks can be applied to the library context—e.g., identifying internal strengths like tech infrastructure and understanding user needs. Prof. Rohit also called for proactive thinking—e.g., “One Nation, One Subscription”—and for librarians to take ownership and act strategically.

The session blended business strategy with practical application, urging participants—especially in academia and library sciences—to adopt analytical tools, think innovatively, and lead by capitalizing on their unique strengths.

Session 6:**Team Building and Human Resource Development by Prof. Anamika Sinha, Professor at GIM**

Prof. Anamika Sinha's session focused on building human-centric HR practices, cultivating leadership, and creating emotionally resilient teams—particularly in the library context.

Prof. Anamika began by explaining the need for human-centric HR Design. She commented that HR should go beyond policies and contracts—true impact begins where policy ends, and volition begins. She also mentioned that effective HR is inspiration (70%) and regulation (30%)—not control and that an HR must listen like a librarian, feel like a steward, and inspire voluntary behavior, not enforce compliance.

**Prof. Anamika Sinha**

Next, Prof. Anamika introduced the Iceberg Metaphor to the participants. She explained that visible tasks (e.g., circulation, cataloging) are just the tip; invisible emotional labor (e.g., resilience, non-recognition, emotional lows) lies beneath. Emotional highs/lows were discussed in relation to library functions like user services, community events, and training.

Prof. Anamika explained that fear stifles creativity and entrepreneurship (eg: India's rule-driven mindset) and that trust-based cultures like those in Nordic countries promote voluntary engagement. Hence, HR design must account for cultural sensitivity while promoting empathy.

The session also highlighted the requirement for 'Role Rotation' in libraries to help break monotony, stimulate creativity, and build empathy and how emotional engagement should be designed into job roles, not treated as a side-effect.

Some examples of Library case applications, such as those listed below, were also discussed.

- Literacy programs where surface activity (taking rounds) is visible, but deeper struggles (lack of student interest) go unnoticed.
- HR manuals promote librarians based on peer feedback and helpfulness—not just metrics.

As the session progressed, Prof. Anamika shared that the general trend of an employee in a library was to Attract → Recruit → Onboard → Retain → Progress → Exit → Elevate. She stated that HR design must align across this entire cycle to retain and grow talent effectively.

Real leadership involves courage to be unpopular and fix what's wrong, even at personal risk. Passive acceptance of routine guarantees stagnation.

With respect to hiring practices, there ought to be a shift from profile-based to situational interviews, along with value-based assessments—observing applicant behavior in live environments and value-driven dialogue.

Prof. Anamika went on to add that effective HR builds team cohesion, fosters mutual trust, and turns emotional labor into willingness. The session concluded with a reflection on what innovative practices can make libraries and HR processes more emotionally intelligent, people-sensitive, and purpose-driven—moving from mechanistic structures to meaningful human engagement. This session emphasized that HR is not about enforcing rules but designing cultures that inspire people to act from a place of choice, care, and connection.

Session 7:

Leading Sustainable Technology Adoption in Libraries by Dr. Shivaram B S, Head-ICAST, NAL, Bengaluru

Dr. Shivaram's session explored the current and emerging technological trends in libraries, highlighting their evolving role as dynamic spaces and technology-integrated hubs.

The session highlighted the changing role of libraries in today's world. Dr. Shivaram spoke about the way libraries are transforming into space providers, such as, experience centers, community hubs, collaborative workspaces, happening places that foster interaction and innovation



Dr. Shivaram, B S



He also explained that there is a rising demand for open access to academic resources and that soon public libraries will see increased collaboration with non-profits and government agencies.

Dr. Shivaram's session also touched upon the growing emphasis on Smart Library Technologies, including Research Data Management Systems and Integration of data analytics to manage and interpret library usage and research trends.

The participants also gained an understanding of technology selection in reference to a library and were taught what a structured selection process ought to look like (right from screening to selection) and the KPIs to keep in mind (User-friendliness, Flexibility, Security, Setup and license costs, Ecosystem compatibility, Innovation & interoperability, Maintenance costs). Mr. Shivaram also spoke about the Technology Adoption Methodologies --

Analytical & Improvement Frameworks:

- PDCA (Plan-Do-Check-Act)
- RCA (Root Cause Analysis)
- SWOT Analysis
- Six Sigma (DMAIC)

Creative Problem-Solving Approaches:

- Design Thinking (with focus on user empathy)
- Systems Thinking
- Lean and Agile Methodologies

As the session was nearing completion, the speaker, Dr. Shivaram, took up the ICAST (Information Centre for Aerospace Science and Technology) Library at NAL (National Aerospace Laboratories) Case. He explained that ICAST Library at NAL supports classified civil aviation research, emphasizing the need for specialized, high-security library systems.

Finally, Dr. Shivaram ended the session by explaining that libraries are no longer just repositories—they are adaptive, user-centered, tech-integrated spaces that must balance community engagement with advanced digital services. Dr. Shivaram emphasized that successful technology integration in libraries hinges on clear evaluation metrics, user empathy, and continuous adaptation to evolving institutional and research needs.

Session 8:

Driving User Engagement and Experience in Libraries by Dr. Shantanu Ganguly, Director - Library, Ashoka University, Panipat.

Dr. Shantanu Goyal's session focused on reimagining libraries through the lens of innovation, design thinking, and user experience (UX). His central message was that design is intuitive, embedded within us, and must be leveraged to delight users in a digital-first world.



Dr. Shantanu Ganguly



During the session, Dr. Shantanu spoke about how libraries must embrace UX design to evolve from service providers to experienced creators. He emphasized the need to listen to users and address needs with empathy.

A customer-centric mindset is essential in the digital-native culture—this shift drives relevance.

Participants were introduced to the classic Design Thinking stages: Empathize → Define → Ideate → Prototype → Test. They were also encouraged to rethink both the library apps as well as the features that would best serve today's users.

Dr. Shantanu employed the use of Case Studies as well, such as

- CIVOM and Taipei Library: Used design thinking to address children's disinterest in books—blended left-brain (logic) and right-brain (creativity) needs.
- Steve Jobs' "Connecting the Dots" idea and WhatsApp's role in connecting people were cited to reinforce the importance of intuitive, user-friendly design.

Dr. Shantanu also discussed Vision 2020, 2030, and 2050 for transformational libraries and explained how the acronym 'SMART' (Sustainable, Measurable, Achievable, Reliable, Transformational) needs to be considered in creating a vibrant Library.

Participants were also introduced to the concept of a Library Scorecard Model based on Deming's Quality Philosophy, SERVQUAL Method (Parasuraman, Zeithaml & Berry), ARL Gap Model (Association of Research Libraries).

Dr. Shantanu encouraged the attendees to adopt strategic planning for libraries to stay competitive in the digital era, and to use sentiment analysis to gauge user satisfaction.

Libraries must design experiences, not just services, and continuously innovate using empathetic, quality-driven, user-centered frameworks. Dr. Goyal emphasized that every librarian is a designer—with the ability to transform libraries into spaces of joy, relevance, and connection.

This session blended design theory, real-world innovation, and strategic foresight to reimagine the library as a thriving digital ecosystem built around people.

Session 9:

Pioneering Library Space and Infrastructure Design by Dr. Dhaval Bhat, University Librarian, Farul University, Vadodhara.

Dr. Dhaval Bhat began by explaining how libraries in the 21st century must evolve into dynamic, interactive, and user-centric knowledge hubs. His talk focused on space design, functional innovation, and strategic integration to redefine the library's image within institutions.



Dr. Dhavalben Bhatt

During his session, Dr. Dhaval spoke about the ways in which libraries can transform into multi-purpose spaces (Inspiration space, Learning space, Meeting space, Performative space, Exhibition areas e.g., book exhibitions, space model displays) and encouraged sustainable practices through the use of online resources to avoid redundant physical copies.

Dr. Dhaval's session also highlighted why the focus needs to shift from just storing books to enhancing the user experience. He asked the librarians to consider adopting innovative library zones to attract more students. Some examples of such zones included:

- Call corners, Zeal zones, resting spaces, Counseling areas, Makerspaces, 3D printing hubs
- Family study rooms, Nap zones, Discussion areas with movable partitions
- Sit-on-floor study spaces, Wellness centers, and Cafeterias

In addition, Dr. Dhaval expressed that indeed there existed a challenge of underutilized book collections.

He proposed ways in which this underutilization could be solved. Dr. Dhaval stated that faculty can be encouraged to design assignments that require library usage, which would encourage student entry into the library. Making digitized chapters available via email with a few physical copies could also be another strategy. Another way forward would be to consider shifting from bulk procurement to strategic placement of limited copies across sections.

Participants were introduced to the ways in which tech-enabled smart libraries can be developed. Incorporation of Interactive touch screens, Self-check-in/out kiosks, Mobile apps for circulation, Robust Wi-Fi and power backup, Energy-saving smart lighting (sensor-based) were some of the suggestions.

Dr. Bhat underscored that modern libraries must be intuitive, inclusive, and interactive, with infrastructure that supports well-being, collaboration, innovation, and technology. The goal is to create a space that doesn't just house knowledge—but inspires it. He encouraged designing “aqueous” (fluid, immersive) learning environments to fully engage students.

This session highlighted that the future of libraries lies in holistic space design—a thoughtful blend of form, function, and feeling.

Special Talk:

Leadership in Librarianship: From Keepers of Knowledge to Visionary Innovators by Prof. Ajit Parulekar, Director at GIM

Prof. Ajit Parulekar's insightful talk shed light on the urgent need to revitalize libraries in the 21st century by making them relevant to younger generations. Using personal anecdotes about beloved but now-closed libraries, he highlighted the declining interest in traditional reading spaces. However, he emphasized that reading remains essential, especially for leadership, as most global CEOs are voracious readers.



Prof. Ajit Parulekar



Prof. Ajit Parulekar's insightful talk shed light on the urgent need to revitalize libraries in the 21st century by making them relevant to younger generations. Using personal anecdotes about beloved but now-closed libraries, he highlighted the declining interest in traditional reading spaces. However, he emphasized that reading remains essential, especially for leadership, as most global CEOs are voracious readers.

He challenged librarians and educators to create engaging, immersive library experiences tailored for Gen Z and Gen Alpha, whose attention spans are notably short. He encouraged innovative approaches like gamified learning, book-based activities, and integration with pedagogy to rekindle interest in reading.

Prof. Parulekar also acknowledged the difficulty of this challenge but urged persistence, experimentation, and a metric-driven mindset to track progress and impact.

He concluded by stressing that while change is hard, even converting one non-reader into a reader is a success, and libraries must evolve as vibrant knowledge hubs to remain culturally and academically relevant.

Session 10:

Advancing Knowledge Management in Library Practices by Dr. Appasaheb Naikal, Librarian – IIM Kozhikode

Dr. Appasaheb Naikal led an insightful session on the critical role of “Knowledge Management (KM) in modern library practices”. He began by highlighting how KM is often an unconscious, day-to-day practice and emphasized its growing relevance in achieving institutional goals and improving performance.



Dr. Appasaheb Naikal



Key Points Discussed:

1. Understanding Knowledge Management:

Dr. Naikal defined Knowledge Management as a systematic process involving the capturing, organizing, sharing, and application of knowledge to improve organizational efficiency and outcomes. It facilitates better decision-making, innovation, and service delivery by ensuring the right knowledge reaches the right person at the right time.

2. Knowledge Mapping:

A Knowledge Map was introduced as a visual representation that identifies where knowledge resides within the organization—whether in people, processes, documents, or digital systems. It aids in discovering gaps, redundancies, and key areas for improvement.

3. Knowledge Management Cycle:

Dr. Naikal presented the Knowledge Management Cycle, which includes:

- Knowledge Creation: Through experience, innovation, and collaboration.
- Knowledge Organization and Storage: Use of emails, documentation, and digital repositories (e.g., work of former librarians) to preserve institutional memory.
- Knowledge Sharing: Through discussions, systems, training sessions.
- Knowledge Utilization: Applying stored knowledge for better outcomes.
- Continuous Learning and Improvement: Updating practices based on feedback and evolving needs.

4. Role of Knowledge Management in Library Services:

Dr. Naikal highlighted how effective Knowledge Management transforms libraries. It enables:

- 1.Improved Service Delivery: Timely access to accurate information.
- 2.Enhanced Resource Development: Better acquisition and usage of resources.
- 3.Empowered Staff & Skill Development: Knowledge sharing enhances capabilities.
- 4.User-Centred Services: Customizing services to suit user needs.
- 5.Support for Research & Innovation: Providing relevant insights and references.
- 6.Preservation of Institutional Memory: Documentation of key practices.
- 7.Fostering Collaborations & Partnerships: Knowledge exchange with stakeholders.
- 8.Strategic Decision Making: Informed policies and library development.
- 9.Adoption of Technology and Innovation: Seamless integration of digital tools.
- 10.Crisis Management: KM aids in structured responses during unforeseen challenges.

5. Case Study Highlight: Peking University Library

To contextualize best practices, Dr. Naikal shared a case study on Peking University Library, known for its advanced KM integration, strategic documentation, and innovation in service delivery—serving as a model for institutional learning.

6. Key Thematic Insights:

Dr. Naikal expanded on several critical areas:

- Background and Evolution of Knowledge Management in Libraries: From traditional record-keeping to smart systems.
- Technological Influence on Knowledge Management: How AI, digital platforms, and automation streamline knowledge access.
- Knowledge Management in Academic Libraries: Empowering teaching, learning, and research support.
- Challenges in Knowledge Management Implementation: Resistance to change, lack of infrastructure, inconsistent practices.
- Technological Enablers: Use of cloud services, institutional repositories, discovery tools.
- Librarians as Knowledge Leaders: Emphasized their proactive role in cultivating knowledge-centric cultures.

7. Initiatives by Dr. Naikal at IIM Kozhikode:

He showcased various innovative Knowledge Management practices implemented under his leadership:

- Indian Business Museum – Corporate Memory: Documenting pre-independence business history through curated exhibits.
- Gurukul – Community of Practices: A space for open dialogue, cross-disciplinary idea sharing, and learning beyond classrooms.
- Facility Booking System: Streamlined infrastructure management and access to resources.
- Digital Knowledge Support – Chatbot: AI-based query support for users.
- Online Registration System: Efficient and user-friendly access management.

- Arivu Project: Community reading lounge at UNESCO heritage site – promoting reading culture.
- Gyan-Pankh: Knowledge wings initiative (details unspecified in source).
- Weekly Team Brainstorming: Culture of reflection, innovation, and collaborative thinking.
- Newspaper Clipping Services: Curated information for research and teaching.
- Institutional Repository: Digital archiving of research, reports, and academic materials.
- Course Support Services: Tailored knowledge assistance for academic programmes.
- Copyright and e-Resources Usage Policy: Promoting responsible knowledge sharing.
- Discovery Customizations: Enhanced user experience via search system improvements.
- Official WhatsApp Channel: Direct, informal knowledge dissemination and updates.

8. Closing Thoughts:

Dr. Naikal concluded the session by sharing advanced Knowledge Management tips, emphasizing the importance of documentation, user feedback loops, and agile knowledge practices.

He encouraged the use of After-Action Reviews (AARs)—structured reflections post-events or tasks to capture learnings, identify gaps, and suggest improvements.

Q&A Session:

The session ended with a vibrant Question & Answer round, where participants explored deeper challenges and shared their experiences on implementing Knowledge Management strategies in their respective institutions.

Session 11:

Enhancing Library Collections and Resource Curation by Dr. Umeshreddy Kacherki, Librarian & Head, JRD Tata Memorial Library, IISc – Bengaluru

Dr. Umeshreddy Kacherki led an insightful and enriching session focused on the theme of “Enhancing Library Collections and Resource Curation”. He emphasized the evolving role of libraries in the modern world and the critical need for dynamic resource management strategies to support learning, research, and knowledge preservation in both physical and digital environments.



Dr. Umesh Reddy Kacherki



Key Themes and Discussions:

1. Libraries as Pillars of Society:

Dr. Kacherki began by reflecting on the historic and contemporary importance of libraries in shaping intellectual and cultural life. Libraries, whether physical, digital, or hybrid, have always played a key role in ensuring access to information, supporting research, and preserving knowledge.

2. Traditional vs Hybrid Libraries:

The session elaborated on the comparative dynamics of traditional and hybrid libraries, highlighting differences in:

- **Resources:** Traditional libraries rely primarily on print materials, while hybrid libraries integrate both print and electronic formats.
- **Accessibility:** Hybrid libraries offer 24/7 remote access, whereas traditional libraries are often limited by physical access hours.
- **Personalization & Interaction:** Digital platforms enable personalized recommendations and interactive features.
- **Multimedia Integration:** Hybrid libraries support varied formats (audio, video, digital text).
- **Cultural Heritage Preservation:** Both formats contribute, with digital libraries offering better tools for digitization and archival.
- **Data-Driven Insights:** Usage analytics help optimize services and tailor content.
- **Adaptive Learning Technologies:** Integration with e-learning platforms enables customized academic experiences.
- **Virtual & Augmented Reality:** Emerging technologies enhance user engagement and experiential learning.
- **Learning Environment:** Hybrid models promote flexible and inclusive learning spaces.

3. Evolution of Library Collections: “Scrolls to Bytes”

Dr. Kacherki traced the historical transformation of library collections, presenting a timeline from:

- **Ancient Libraries:** Collections on clay tablets and scrolls in ancient civilizations.
- **Medieval Manuscripts & Monastic Libraries:** Handwritten religious and scholarly texts.
- **Early Modern Libraries:** Formal establishment of institutional libraries.
- **Modern Libraries:** Transition to digital repositories and virtual access.

4. Types of Library Resources:

The speaker categorized library resources into three major types:

- Print Resources: Books, journals, newspapers, and magazines in physical format.
- Library Collections: Comprehensive holdings including rare books, archives, special collections.
- Electronic Resources (e-resources): Digital databases, e-journals, e-books, and multimedia content.

6. Print Resource Acquisition & Evaluation:

Print acquisition remains vital in academic settings. Key acquisition methods discussed include:

- Approval Plans: Pre-approved vendors supply books based on predefined criteria.
- Firm Orders: Specific titles ordered individually.
- Standing Orders: Automatic purchase of all titles in a series or by a publisher.
- Exhibitions: Onsite and virtual book exhibitions for selection.
- Donations: Contributions from individuals or institutions.

Evaluation Methods:

- Quantitative Evaluation: Usage statistics, number of checkouts, etc.
- Qualitative Evaluation: Relevance, authority, and currency of content.
- Collection-Centered Methods: Assessing the strengths and gaps within the library's holdings.

Client-Centered Methods: User feedback, surveys, and requests to align with patron needs.

7. Electronic Resources:

Dr. Kacherki highlighted both the benefits and limitations of e-resources:

- Advantages: Instant access, keyword searchability, space-saving, remote availability.
- Disadvantages: Platform dependency, potential for data loss, licensing restrictions.

He explained the lifecycle of e-resources as comprising four phases:

1. Investigation: Identifying and reviewing resource needs.
2. Acquisition: Licensing and purchasing relevant materials.
3. Implementation: Integration into library systems and platforms.
4. Evaluation: Ongoing assessment of usage and relevance.

8. Consortium Approach & E-Book Acquisition:

- Discussed the consortium model, wherein multiple institutions collaborate for shared access to expensive resources, ensuring cost efficiency and wider access.
- Shared strategies for e-book acquisition, including perpetual licenses, subscription models, and demand-driven acquisition (DDA).

Dr. Kacherki concluded the session by sharing latest studies and trends in the field of resource curation. He emphasized the librarian's evolving role as a knowledge curator and technology facilitator.

The session ended with an engaging Q&A segment, encouraging participants to reflect on practical challenges and opportunities in developing future-ready libraries.

Session 12:

Building and Empowering Effective Library Teams by Dr. Nagappa Bakkannanavar, Branch Head – Information Resource Centre, Tata Consultancy Services (TCS), Bengaluru

Dr. Nagappa Bakkannanavar led an engaging, activity-based session focused on team dynamics within library ecosystems. Through a mix of interactive games, roleplays, and discussions, he emphasized the importance of communication, mutual respect, and structured empowerment in creating high-performing library teams.



Dr. Nagappa Bakkannanavar



1. Ice-Breaker Activity: Chinese Whisper Game

The session began with the Chinese Whisper Game, serving as a metaphorical and practical example of how miscommunication can affect team outcomes. Key takeaways from the game included:

- The importance of active listening and clarity in team communication.
- How messages can be distorted when passed through multiple individuals.
- The role of team mindset, behaviour, and collaborative spirit in ensuring organizational harmony.

Dr. Bakkannanavar used this game to introduce the fundamental components of a cohesive team:

- Team Building
- Team Communication
- Team Mindset
- Team Behaviors
- Team Spirit

2. Interactive Activity: Showdown Roleplay and Group Discussion

Participants then engaged in a roleplay exercise, simulating real-world library scenarios involving conflict. This was followed by group discussions, wherein teams collaboratively:

- Identified the problem in a given library scenario.
- Discussed possible solutions.
- Shared their insights with the larger group.

These activities helped highlight:

- The importance of role clarity within teams.
- The need for inclusive participation and non-dominating voices.
- Listening as a leadership skill and the ability to recognize team members' unique strengths.

Dr. Bakkannanavar stressed that when trust and responsibility are shared, teams feel more motivated and engaged, leading to higher performance and better problem-solving abilities.

3. Team Building Models

The speaker introduced different Team Building Models that reflect the emotional and functional journey of forming strong teams:

a. Strategy Model

- Focused on goal alignment, planning, performance monitoring, and accountability.

b. Alternative Model

An emotionally resonant model based on four stages:

1. Leaving – Letting go of past issues or mindsets.
2. Grieving – Acknowledging change or loss.
3. Weaving – Building collaborative networks.
4. Believing – Establishing shared purpose and vision.

These models help in transitioning a group of individuals into a cohesive, empowered unit.

4. Empowering Library Teams: Key Concepts

Dr. Bakkannanavar elaborated on how empowerment fosters engagement and ownership in teams. Empowering teams involves:

- Open discussion on objectives, roles & responsibilities.
- Addressing concerns and planning for professional development.
- Promoting diversity & inclusion in team structures.
- Recognition & rewards to celebrate contributions.
- Establishing clarity on goals, support systems, and opportunities for collaboration.
- Encouraging constructive feedback and forward-looking strategies.

5. Benefits of Building & Empowering Library Teams

Dr. Bakkannanavar outlined the organizational and human benefits that arise from effectively building and empowering library teams:

- Improved communication and trust
- Enhanced creativity and innovation
- Better retention rates and user satisfaction
- Stronger and more positive work culture
- Adaptability to change
- Effective conflict resolution
- Better decision-making and productivity
- Boosted team morale and motivation

6. Challenges in Building & Empowering Teams

The session also acknowledged common challenges, including:

- Resistance to change
- Communication barriers
- Undefined roles
- Conflicts of interest
- Lack of recognition
- Limited leadership support

Dr. Bakkannanavar encouraged leaders to anticipate and address these challenges with empathy and strategic planning.

7. Appreciation Circle – “Game of Gratitude”

To conclude, participants engaged in an Appreciation Circle, a motivational game to foster gratitude and team bonding. Each participant expressed appreciation for their teammates, reinforcing:

- The value of recognition.
- The positive impact of acknowledgment on team morale.

The session ended with an inspiring video on appreciation, underlining the emotional and psychological importance of gratitude in team dynamics.

Key Takeaway:

Strong library teams don’t just happen—they are built through conscious efforts in communication, empowerment, recognition, and trust.

In the end all the speakers were felicitated and thanked for their valuable insights.

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GROUP PRESENTATIONS

The organising committee has arranged for group presentations so that participants can learn and demonstrate their presentation skills. All participants were separated into five groups and assigned one topic to each group. As a result, groups developed slides and gave presentations at the LDP. The details are as follows:

Group: 1

Topic: Sustainable Technology Adoption in Libraries

Following were the important topics covered:

- Current Trends in sustainable technology adoption and navigating the landscape of innovation.
- Discussion on case studies of Green libraries.
- Benefits of sustainable technology in libraries: transforming operations and user experiences.
- Challenges in implementing just technology and navigating the barriers to adoption.
- Strategies for successful adoption and guiding the path forward.
- Tools and technology for sustainability and innovative sustainability for libraries.
- Measuring success : metrics and analytics tracking progress.
- Future of sustainable technology in libraries.

The presentation concluded with key takeaways and Q&A session.

Group: 2

Topic: Designing Future Library

Following were the important topics covered:

- Innovative and multifunctional library.
- KRC-Horizon (name of future library) – a future library, a dynamic evolving space with dynamic needs.
- Demonstrating eco-friendly, traditional, tech-smart, verification systems, special collaborative space, global library.
- Implementing machine learning in library set-up.

The presentation concluded with key takeaways and Q&A session.

Group: 3

Topic: Designing Knowledge centric library – A knowledge Management Solution

Following were the important topics covered:

- Knowledge Management Solution: Knowledge Management challenge, stakeholders, tools and platforms, Knowledge Management activities and workflows.
- Importance of Knowledge Management.
- Stages of implementation of Knowledge Management success.
- Comprehensive need assessment
- Knowledge Management plan.
- Platform integration.
- Providing training for staff and users.
- Scalability and sustainability.

The presentation concluded with key takeaways and Q&A session.

Group: 4

Topic: Evaluating the Financial impact of Open Access on Academic Library Budgets

Following were the important topics covered:

- Comparison between traditional and Open Access.
- Case study on the presentation topic.

The presentation concluded with key takeaways and Q&A session.

Group: 5

Topic: Designing Thinking and Innovation in Library Management

Following were the important topics covered:

- Stages of design thinking (Empathize, define and ideate).
- Enhancing the user experiences – User centered research and prototyping services.
- Fostering innovation – collaborative spaces and tech integration.

The presentation concluded with key takeaways and Q&A session.

This was followed by a Valedictory Function graced by Dr. Sandesh Dessai, University Librarian, Goa University, Mohammad Jelani, Registrar, Goa Institute of Management, Dr. Takappa R and Dr. P.V. Konnur and their respective valedictory addresses.

The program concluded with the pouring of high tea and the presentation of certificates, attendance, and receipts for payments.

Photo Gallery



CLICK HERE

For Photo Gallery

Note: A total of **54** registrations were received for the Leadership Development Programme (LDP), out of which **35** participants were selected.

Feedback