white space, it is high priced. If it arrives in your library on a standing order, read it. if it does not, you may prefer an interlibrary loan.—**Margaret Rohdy, Head, Shared Cataloging Dept., University of Pennsylvania Libraries, 33420 Walnut St., Philadelphia, PA 19104-6206.**

Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization, by Burt Nanus. San Francisco: Jossey-Bass, 1992. 237p. $24.95. ISBN 1-55542-46.

Burt Nanus has done it again! He has written another leadership classic. However, this work is different from other leadership books since it focuses on one, and perhaps the most important, element of leadership—vision. Organizations are groping for a sense of direction. Leaders have, indeed, come to recognize that "vision" is the guiding light and driving force for their organizations. Thus, the primary purpose of this book is to help one understand how to develop the "right" vision for one's respective organization. *Visionary Leadership* should be considered as a workbook rather than a text to be read once and stored on the dust-gathering bookshelf.

Nanus leads the reader through the process of defining what the "vision thing" is, developing the vision, and subsequently implementing the vision. Real-life examples of people and organizations are sprinkled throughout the work; these examples reinforce the importance of having a prudent vision in one's personal life and organization. Having a vision is one thing; however, the important thing is to have the "right' vision. A vision audit is a good beginning step to determine if the existing or proposed vision is the proper one for the organization. Which critical issues must be addressed in the vision? Is the new vision a "shared vision" throughout the organization? Are the values and organizational culture that govern behavior and decision making reflected in the vision?

After the vision audit, organizations must generate alternative visions. Nanus advocates formulating at least three possible scenarios for one's organization. He provides models for assessing the most critical developments of an organization. Establishing priorities for the future and selecting subsets of each priority is part of organizational analysis. Leaders have to be synthesizers; for example, they need to find similarities between situations despite differences which may separate them, and to synthesize new concepts by taking old concepts and putting them together in new ways.

Visionary leaders are responsible for setting the organization's direction, committing to it, empowering employees to act, listening and watching for feedback, and getting the organization in a position to achieve its greatest potential. This stimulating volume is designed to help leaders fulfill this responsibility. All types of organizations can benefit from this work.

What are some of the book' s deficiencies? First, it has to be understood that this volume was not written to be a deep scholarly piece on the topic. It is "light" reading in the sense that it is not loaded with theoretical and philosophical nomenclature. The volume could have had a few more illustrations and graphics to lend greater understanding to some of the content. Do I recommend this book? Absolutely! It should be read by all leaders who proclaim to be visionaries and want to lead their organizations creatively into the 21st century.—**Donald E. Riggs, Dean of University Library, University of Michigan, Ann Arbor, MI 48109-1205.**

World Encyclopedia of Library and Information Services, 3rd ed., edited by Robert Wedgeworth et al. Chicago: American Library Association, 1993. 905p. $200.00 (cloth). ISBN 0-8389-0609-5. LC 93-25159. Non-alkaline paper.

The intent of this volume is to serve as an "overview of the history, the major institutions and the distinguished personalities that have shaped the field as we know it" (p. ix). That field is, of course, library and information services.

Seven years having passed since the publication of the second edition, the editorial plan for this title included a revision of approximately 70 percent of the material, in whole or in part. Some articles remain intact, while others have been revised by either new contributors or by the editors. New to this edition is a 16-page color section, "A Portfolio of Great Libraries." Black-and-white photographs, line drawings, and charts and tables complement many of the entries.

As an overview, the work is to be valued for its identification and discussion of people, concepts, libraries, organizations and associations, and so forth. Entries range from 1,000 to over 30,000 words. Each entry is written and signed by the editors and/or others who have sound knowledge of the topic being treated. In some instances—primarily for those entries dealing with foreign libraries—a translator has also been used and noted.

The editors have attempted to follow the basic structure of the previous edition, with articles focusing on five major areas: the library and society (169 articles and 216 biographies), the library as an institution (9 articles), theory and practice of librarianship (55 articles), education and research (8 articles), and international library, information, and bibliographic organizations (31 articles).

All articles fall neatly into one of the five major divisions; however, entries are arranged in alphabetical order, the sum being followed by an analytical index of greater scope and specificity than that found in either of the two previous editions. Each entry has a selected bibliography and/or list for further reading.

As for format, the volume bears the characteristics of many encyclopedias—alphabetical arrangement; two columns of text per page; lengthy articles are divided and subdivided, with clarifying headings; cross-references are included; qualifying remarks or editorial comment precede some entries; illustrations appear in margins, as appropriate; articles are signed and accompanied by select bibliographies. Articles are well written and intelligible to both the professional and layperson.

Shortcomings of the volume are found in its relatively weak treatments of electronic and virtual technologies and systems, especially lacking any treatment of alternative futures of information delivery services. "Virtual" does not appear in the index, and the major discussion of the Internet is found in a few paragraphs. In some cases, there is lack of adequate resolution of illustrations, and the consistent quality of print throughout is wanting. Finally, with price being a factor in most acquisitions budgets, the cost of this work will likely prevent its being added to many collections that might benefit from its inclusion.

The volume does, however, achieve the goals of the editors by providing an comprehensive, one-volume overview of library and information services. There is no quality competitor on the horizon.—**Edmund F. SantaVicca, Head, Reference Services, Hayden Library, Arizona State University, Tempe, AZ 85287-1006.**