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 interli-
rary 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

Burt Nanus has done it again! He has written another leader-
ship classic. However, this work is different from other leader-
ship 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 con-
sidered 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 exam-
ple 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 alterna-
tive visions. Nanus advocates formulating at least three possible
scenarios for one’s organization. He provides models for assess-
ing the most critical developments of an organization. Establish-
ishing 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 organiza-
tion’s direction, committing to it, empowering employees to act,
listening and watching for feedback, and getting the organiza-
tion in a position to achieve its greatest potential. This stimulat-
ing 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 schol-
arly 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 graph-
ics to lend greater understanding to some of the content. Do I
recommend this book? Absolutely! It should be read by all lead-
ers who proclaim to be visionaries and want to lead their organ-
izations 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).

The intent of this volume is to serve as an “overview of the
history, the major institutions and the distinguished personali-
ties 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 sec-
ond 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 librar-
ianship (55 articles), education and research (8 articles), and
international library, information, and bibliographic organiza-
tions (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 spec-
cificity 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 clar-
ifying headings; cross-references are included; qualifying
remarks or editorial comment precede some entries; illustra-
tions 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 infor-
mation delivery services. “Virtual” does not appear in the index,
and the major discussion of the Internet is found in a few para-
graphs. 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.

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