



Motivation of consulting activities: Library aspect

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Abstract. In the second half of the 2000s and the first half of the 2010s, Ukrainian libraries faced problems related to globalisation and digitisation, which influenced the increasing role of consulting in the library sector. The purpose of the study was to disclose the essential signs of motivation of consulting in attracting information consultants to library activities. Consulting activities in the library sector covered a wide range of tasks: from strategic planning to optimisation of library business processes and work with library users. The main reasons for attracting information consultants to the library sphere related to various areas of the library's work were analysed. During the study of information consulting in the library sphere, the reasons for attracting information consultants to libraries were comprehensively highlighted. The analysis of publications revealed the content of the main reasons for attracting consultants, who were actively used in the theory and practice of library science. It was revealed that consultants were involved to help libraries identify, design, and implement solutions for a variety of strategic, managerial, operational, and human resources. They were designed to identify problems that were in the library in advance; if they were not fixed in time, this could negatively affect the work of the library. It was indicated that the consultants functioned as agents of change, played an important role in supporting the strategic development of the library, librarians, and users, providing them with the opportunity to get an objective assessment of the situation and determine the best ways to improve their work. It was found out that they were involved for a certain period of time to evaluate and solve a specific problem in the library, and to develop a set of recommendations for improving the library's performance. The motivation of consulting activities and their functional direction have been the driving force for positive changes in the management, strategic development of libraries and library science activities. The need to attract trained consultants was manifested in the desire to constantly improve processes, find the best solutions, and ensure efficient use of resources, which contributed to the development of individual libraries and the industry as a whole. The practical significance of this research lies in the possibility of improving information consulting in the library sector of Ukraine by using foreign experience at the level of a separate business process and at the general library level

Keywords: information consulting; library consulting; library consultants; consulting services; reasons for attracting consultants

Introduction

The development of librarianship contributed to the expansion of the scope of functioning of libraries, and the activities of library specialists, which led to the need to develop new mechanisms for managing libraries and information institutions that reflect the existing phenomena of contemporary library practice.

Libraries in Ukraine have faced globalisation and digitisation, which have contributed to increasing the role of consulting in the library sector. In such conditions, the task of libraries was to increase the level of management, improve library business processes to meet the needs of users, using the services of professional

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consultants. The efficiency of libraries, the quality of management decisions depends on the flexibility and speed of orientation in the new digital environment and effective information and consulting support for the library sector.

Publications in 2021-2024 devoted to the study of consulting in libraries mainly focused on the application of information technologies to improve the work and provide the necessary skills for librarians to apply them. For example, the study by C.K. Kreutz *et al.* (2023) presented a formal modelling approach for evaluating the functionality of digital library search engines, comparing the needs of users with the technical capabilities of the system. In turn, P. Kokol *et al.* (2020) called for more active participation of librarians in the preparation of scoping reviews, emphasising the benefits of bibliometric analysis and visualisation of literature. This approach facilitated decision-making and highlighted the new functions of information consultants in the research process. R.K. Das & M.S.U. Islam (2021) summarised the work of its predecessors on the use of artificial intelligence and machine learning in libraries. The researchers emphasised that the ability of these technologies to self-learn and perform tasks independently can help libraries to ensure more effective interaction between intelligent automated technologies, contribute to improving the quality of all library services. However, to adapt to the new environment, librarians must change their roles and contribute to the transformation of library processes and services with the support of machine learning and artificial intelligence. Thus, it was necessary to attract consultants, who already have experience in the library field to implement the solution and train library specialists. The need to use artificial intelligence and machine learning was conditioned by the constant growth of data volumes (so-called "Big Data"), the need for real-time information processing and generating results, and the diverse needs of users, who were constantly challenging the library and information sphere.

The study of artificial intelligence in the work of libraries was carried out by I. Khamis (2024) – the paper contained practical examples, research, and real-world cases that demonstrated changing approaches to cataloguing, resource retrieval, user interaction, and data management. The results of this study provided strategies for evaluating the effectiveness of artificial intelligence, developing policies for training librarians. The publication was intended for consultants, who want to effectively implement artificial intelligence in library services. C.M. Copper (2023) introduced the IDEEA model (Idea, Design, Experiment, Engagement, Assessment), encouraging libraries to create a culture of experimentation. The publication contained practical recommendations for implementing design thinking and human-centred

approaches to adapting libraries to changing user needs. The researcher summarised the experience of successful companies that have transformed, and suggested that libraries should follow the same path. The main idea of the book is to move away from the fear of risks and move on to exploring new procedures and programmes. Experiments do not require much money – careful planning is enough. S. Polkinghorne & L.M. Given (2021) advocated a holistic approach to information research that combined diverse methodologies to meet complex information needs. This approach has supported information consultants in providing comprehensive services. S. Acadia (2022) investigated internal problems in libraries, particularly organisational dysfunction and workplace issues. The researcher considered four forms of dysfunction that can affect an organisation: low morale/burnout, difficulties in hiring and retaining personnel, discrimination, and bullying.

The purpose of the study was to find out the key motivational foundations of consulting activities in the context of integrating information consultants into the library sphere. The scientific originality of the study consisted in the theoretical substantiation of motivational factors that determine the involvement of information consultants in consulting activities in the field of library practice.

Materials and Methods

The analysis of scientific publications showed that information consulting in the Ukrainian library sector was almost not in the centre of attention of researchers and practitioners, unlike foreign researchers who actively discussed issues of information consulting. In particular, their theoretical concepts formed the historiographic basis of the study. During the research, the Electronic catalogue of the Yaroslav the Wise National Library of Ukraine (n.d.) and the Electronic catalogue of the Vernadsky National Library of Ukraine (n.d.) were used. Using the information resources found in them, recommendations were obtained from M. Kubr (2002) on changes to working methods, the functions of a consultant were identified in the studies by N. Popova & K. Hurova (2016), and, to clarify the features of the development of consulting in Ukraine, the works of V. Aftandilyants (2014) and S. Bai *et al.* (2018) were used. During the study, queries were made to such international databases as Core, ScienceOpen, DOAJ, Social Science Research Network, Public Library of Science, BASE, Scirus. The research was based on the application of a system and structural approach, which allowed considering consulting activities as a system of interrelated structural components: library, consultant, librarian and consultant, user. During the consulting activity, these components interacted with each other, implementing consulting services. Consulting services were

also considered as a system object associated with consultants and consulting activities. The functional approach was used to identify and characterise the functions performed by library consultants. The study also applied methods of scientific analysis, synthesis, classification, generalisation, and historiography. For example, with the help of scientific analysis, the main concepts in publications were identified, namely: motivation that contributed to the emergence of the need for consulting services, the reasons for attracting information consultants and clarifying their functions in library activities. In addition, with the help of scientific synthesis, all the studied data were presented in the form of historiographic fragments. The classification method was used to group the reasons for the need for consulting services and attract consultants to the library sphere, and internal and external consulting was also highlighted. Terminology analysis was used to define the term “consulting”. As a result of determining the structural components of consulting activities and summing up the results of the study, the generalisation method was used.

Results and Discussion

Globalisation trends in the world market have led to the clarification and emergence of new concepts in the labour market. Globalisation trends have influenced institutions and businesses, creating a need for consultants in various areas of society and motivating consulting activities. Due to the use of the Electronic catalogue of the Yaroslav the Wise National Library of Ukraine (n.d.), Electronic catalogue of Vernadsky National Library of Ukraine (n.d.), the paper clarified the state of scientific development of the topic of consulting activities and the reasons for attracting consultants to information institutions. S. Bai *et al.* (2018) noted that the need for the help of consultants was caused not only by their new knowledge, analytical skills, measures and methodological approaches that a consultant can bring to a client organisation, but also by the fact that third-party consultants are designed to help managers navigate in difficult conditions of accelerating technological changes, rapid growth of business activity, which affects the future of the organisation. The reasons for the need for consulting services were shown in Table 1.

Table 1. Reasons for the need for consulting services

1	Uncertainty of the situation in which the organisation, institution, or enterprise is located
2	Situation in the company is regarded as negative and it is necessary to improve it
3	Situation in the company is regarded as positive and it is necessary to strengthen or improve it
4	Need for qualified advice at the beginning of the institution's development
5	Problem that is complex and systemic in nature has been identified
6	Problem that is a one-time situational problem has been identified
7	Solving a problem can have serious consequences, including strategic, financial, or social ones
8	It is necessary to get an objective assessment of the problems or tasks facing the company's management
9	Need a fresh or broader view of the problem or company
10	There is a need to use the knowledge and experience of the consultant in addition to their own capabilities
11	Need to attract additional intellectual and human resources to solve specific tasks
12	Need to obtain prompt and qualified assistance in critical or vital situations, when it is necessary to rethink the development strategy, management, develop or change the corporate culture, carry out restructuring
13	Ability to use the experience of consultants working with similar businesses or problems
14	Consultants have special methodological and technological knowledge and tools
15	Need for training in the consulting process
16	Need to automate activities that require a certain reorganisation
17	Need to eliminate undesirable trends in the team and substantiate difficult but necessary administrative decisions
18	Search for new ways to compete

Source: based on R. Wüst & A. Osswald (1994)

It was worth noting that the list of reasons for attracting consultants to the organisation was quite extensive and depends on the specifics of the institution's activities. These may include both the need for external expert opinion and the desire to improve the efficiency of the institution's activities. Consultants were attracted to solve strategic, organisational, financial, personnel, and other issues. External specialists help implement contemporary management methods, assess risks, optimise work processes, and promote innovation. In

the library sector, as in other industries, similar challenges may arise that require professional support, as libraries, like other organisations, face modernisation, resource management, and the introduction of new technologies. In particular, libraries were increasingly in need of assistance in digital transformation, developing new services for users, and planning strategic development. The most relevant reasons for attracting consultants to the library sphere were summarised and presented in Table 2.

Table 2. Reasons for attracting consultants to the library sector

1	Need to solve a problem that the library has not yet dealt with
2	Need to improve the management and work of the library's structural divisions
3	Library diagnostics and performance audits
4	Inability to use your own staff to fully and objectively assess the situation
5	Need for high qualifications and special experience for special one-time events (search for market opportunities, strategy development, reconstruction of the institution, expertise of business projects, database management)
6	It is inappropriate to retain a highly paid specialist for special events that are constantly periodic in nature (development of advertising campaigns, development of the library's website)
7	Development of recommendations on the work of the institution
8	Innovation in customer service and management
9	Introduction of new technologies to improve service and time management
10	Training of library specialists in new technologies, acquisition of digital skills by them
11	Need to attract new users
12	Popularisation of libraries among young people and other audiences
13	Need to introduce automated library and information technologies with a focus on a specific communicative format
14	Assistance in digitising rare books, archives, and historical documents
15	Need to optimise processes and improve the usability of services
16	Implementation and maintenance of electronic databases, such as electronic catalogues, libraries, or digital archives
17	Maintenance of financial stability. Consulting projects are aimed at raising funds for libraries through grants, partnerships, or other sources of funding
18	Need for integration into the global economic society, internationalisation of requirements and standards

Source: based on the Electronic catalogue of the Yaroslav the Wise National Library of Ukraine (n.d.), Electronic catalogue of Vernadsky National Library of Ukraine (n.d.)

The motivation to attract information consultants was directly related to the functional orientation of their activities. Among the functions that library consultants perform were: providing information to the client; solving the client's problems; diagnostics that may require re-identifying the problem; developing recommendations based on diagnostics; helping to implement recommended solutions; building consensus and commitment to corrective actions; promoting customer training, i.e., teaching clients to solve similar problems in the future; continuously improving the efficiency of the organisation (Turner, 1982). The first function that consultants perform was the provision of information services. The information service can be provided in the form of a consultation (Kaluzhynska & Miroshnichenko, 2024). The consultation itself can be internal or external. The consultant can carry out his activities in the library, providing services to users in the internal departments of the library and advice users externally, in particular, when the library specialist was involved in cooperation with other institutions, organisations and libraries. Most often, consultants were hired as providers of knowledge that the client does not own (Jespersen, 2009). Advantages of internal consulting:

- advising users is an effective means of improving the level of their information culture and orientation in total resources;
- provision of such services increases the efficiency of using the resources of the institution's information service;

- very often, such services replace other, more complex and expensive ones, which, due to various circumstances, cannot be provided to the user (for example, if the service is not included in the range of products offered; information service employees do not have the ability to perform factual requests or conduct press clipping).

In this case, instead of always unwelcome refusal, it became possible to offer the user assistance in independently searching for the necessary information using the shortest and most rational way. Usually, such services were carried out in several stages: accepting the request; clarifying it; specifying the source(s) of the search using guidebooks, indexes of bibliographic manuals, catalogues of information publications, Internet search engines; explaining the rules for working with these sources. When it came to finding documents from the collection, users were taught how to search catalogues (both traditional and electronic).

The second function was to solve the client's problems. In addition to providing information, the consultant can also play a role in solving the problem facing the organisation. For example, moving library resources to another server or copying data and making a backup copy, or integrating with new hardware. S.C. Stryker (2011) defined consulting as a task in which the consultant and client seek to solve the client's organisational problem through a specific process, realising that consultants, unlike other professional consultants such as lawyers, teachers,

or accountants, seek to “solve the problem on a one-time basis, through a continuous, short-term arrangement”. The purpose of the agreement between the client and the consultant was to “ensure that assistance is prompt and accurate to address a specific issue” (Murphy, 2011). In turn, S. Stewart (2019), using the interview method, interviewed an information management consultant and determined that the author described their work as a problem, when there was a problem that needs to be solved. The recipient also defined the role of consultants as agents of change. According to the researchers, consultants were people, who make changes, and other colleagues in general were recipients of these changes, and success or failure depended on how much change agents interact, primarily with people (colleagues): impose changes or implement them unobtrusively.

The third function was diagnostics, which may require re-identifying the problem. Consultants were also used to create clarity and consistency in the organisation. In this case, this implied primarily external abilities referred to by the client. Namely, the ability to provide the client with an objective view of a particular problem (De Silva, 2021). The consultant should reveal the real state of affairs and help the client see the situation as it really is. Diagnostics was used so that you can understand the problem that will need to be solved or make an action plan, training for its further elimination. In the practical work of Ukrainian libraries, the concept of “document path” was used, that was, moving a document from the acquisition department to the book depository. During document processing, “technological loops” may occur when the document was returned to the same sector several times, and this slows down the “document path”. The role of the consultant was to help the client think about and understand the meaning and reason for the client’s actions. In addition, clients themselves should act as reflexive practitioners (Jespersen, 2009), that is, clients should analyse their actions, when diagnosing a particular problem. To understand the client’s problems, the consultant should listen carefully to the client and ask the question: When did the problem occur? How did they try to solve it? What real results are expected? Who will be responsible for implementing the recommendations? How long do I need to finish the project or solve the problem? The answers to these and similar questions will allow the consultant to save a lot of time in the future. In the case of “document path”, it was necessary to diagnose the work of each sector and identify the problem link in document processing in the library.

The fourth function is to develop recommendations based on diagnostics. R. Wüst & A. Osswald (1994) noted that a consultant was hired for his experience and skills that were not available in the organisation for an independent perspective. Based

on feedback and evaluation, the consultant developed a set of recommendations for solving the identified problem. Depending on the nature of the consultation relationship, the consultant may remain in the organisation until the agreed recommendations were implemented. It was in this area that consultants work: “raising the right questions, identifying current problems, collecting and analysing facts, developing an implementation plan, finding solutions, and consulting on their implementation”. Depending on the nature of the consultation relationship, the consultant may remain in the organisation due to the implementation of agreed recommendations (Lemmer, 2014). In library practice, consultants can recommend the introduction of a new automated library and information system that will have more powerful technological capabilities and reveal the content of the document in more detail. In addition, it can be the software developers themselves. It was worth noting that the establishment of good relations with the client occupies an essential place – if the relationship between the “client-consultant” did not work out from the very beginning, then it was unlikely that they will improve in the future. Therefore, it was better to look for clients with whom it will be comfortable to work. H.M. Stephen-Smith (1987) devoted a significant portion to a survey, in which a respondent from the firm F surveyed noted that a consulting librarian was hired to review information requirements and recommend appropriate staffing.

The fifth function was to help in the implementation of recommended solutions. As an organisation expands, it usually required employees with experience in various fields. While small organisations may also need such diverse expertise, they often find it more appropriate to hire part-time consultants if necessary, rather than hiring full-time staff, which may not always be available (Ciampi, 2017). If a library consultant was involved in implementing solutions, they will:

- develop an implementation schedule or participates in its development;
- participate in the preparation of personnel for the implementation of programmes;
- participate in the implementation of programmes and schedules;
- define the form of control over project implementation measures;
- provide advice to the client organisation’s staff responsible for project implementation;
- adjust certain decisions during the implementation process;
- transfer knowledge from the consultant’s company to the client’s company.

Tactics for making changes to working methods that will help to prevent difficulties in implementing solutions were shown in Table 3.

Table 3. Tactics for making changes to working methods

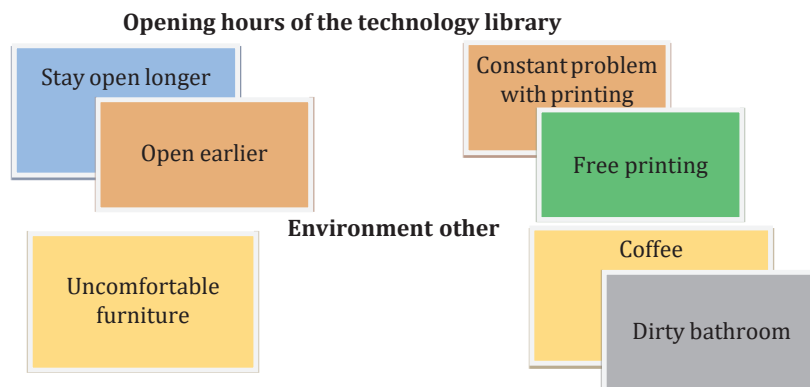
1	Familiarisation with the selected scheme. The consultant should familiarise the group with the chosen work scheme to achieve the best result before starting work. This will ensure that the established order is followed in different situations when people choose their own scheme
2	Implementation of changes at intervals. Performance is improved more efficiently if new methods are introduced relatively quickly with interruptions, rather than continuously and en masse
3	Repetition. When applying new methods, the consultant should provide for repeated training to better remember actions or processes
4	Moving from familiar to unfamiliar. The consultant can use this means of attracting attention, showing that “known” procedures are no longer suitable for current purposes. If new methods are introduced directly without breaking established previous practices, there is a serious risk of negative carryover effects
5	Setting complex but realistic goals. Tasks need to be set a little more complex than the expected result, so that there is a sense of victory. They should not be too easy or impossible to implement
6	Consideration of the “absorption capacity”. People perceive and remember information differently, so it is necessary to present information from the standpoint of ease of perception. Information can first be presented as a single whole, and then broken down into subsections for more detailed study, or it can be built gradually by synthesising individual parts. The chosen method will depend on the nature of the problem, the composition of the audience, and the personal preferences of the consultant
7	Provision of facts and feedback. Proven facts are more stable than beliefs. Therefore, it is necessary to provide facts and analyse the information received from the client for monitoring and correction

Source: based on M. Kubr (2002)

Thus, the library can be restructured departments: the management introduces the heads of departments to the chosen restructuring scheme, and not each of them comes up with their own, respectively, reengineering library processes should be carried out at intervals. The sixth function is to build consensus and commitment to corrective actions. Consensus is the foundation for successful implementation of changes in libraries. This is a coordinated decision based on collective discussion and consideration of the opinions of all participants, including librarians, management, users, and experts. Stages of building consensus: involvement of all participants – it is important that all stakeholders have the opportunity to influence the decision-making process. Holding meetings, seminars, and focus groups will help to gather a variety of opinions.

The next step was to create a space for open communication: providing an open platform where participants can freely express their ideas and concerns.

S.A. Murphy (2011) noted in paper the term “Voice of the customer”, which was used by the business and product development community to define the process of “stated and undeclared customer needs or requirements”. Systematic collection of “Voice of the customer” data can significantly help an organisation to identify and translate consumer requirements into the necessary technical requirements to provide consumers with a high-quality service product or offering. The process involved collecting, sorting, developing, and converting customer needs into satisfying products and services. When used, “Voice of the customer” can help library and information consultants both to develop and maintain customer relationships. Library staff use kinship charts to list ideas, thoughts, and issues that consumers identify, and then organise them into groups based on their affinity. Figure 1 showed an affinity chart created by a team of library and information consultants after a survey of library consumers.

**Figure 1.** Similarity chart based on customer survey

Source: based on S.A. Murphy (2011)

The survey included open-ended questions designed to determine, how the library can improve its services from the consumer's standpoint. To create an affinity chart, each team member reviews the survey results and then silently writes down each idea or problem that they have received from the client, marking it on individual stickers, as shown in Figure 1. Team members were encouraged to use stickers, when creating affinity charts to make it easier to group and rearrange ideas. After completion, each team member places their sticky notes on the wall. As they walked around the room, each team member silently grouped the notes into pairs that made sense to them. The goal of this affinity diagram process was for team members to respond quickly by grouping ideas by instinct, rather than thinking too long about a choice. The grouping process was then repeated until participants agree on categories, which may take several rounds. When the participants come to an agreement, the team members then collectively determine the outcome of each group, and this served as a label for that category. Thus, Figure 1 showed the classification of consumer needs in the form of stickers, which were grouped into categories: "Library opening hours", "Technologies", "Environment", and "Other". Regarding the category "Library opening hours", users expressed their wish that the library would remain open longer and open earlier. The category "Technologies" revealed constant problems with printing and offers for free printing. Uncomfortable furniture was marked in the "Environment" category. The "Other" category showed a lack of coffee and the presence of dirty bathroom. It was surprising that the quality of electronic catalogues and customer service was out of the question. Consumers often expressed their desires and needs in vague general words. The challenge for the service provider was to translate these desires into performance standards or product specifications that will meet the needs of the consumer.

Consultants should have an adequate understanding of the attributes and implications of their services, when looking for new clients. The more attention will be paid to listening, the easier it will be to find a common language (Murphy, 2011). In this context, provision of information was crucial: provision of reliable information about research, trends, and best practices in library consulting will help participants to make informed decisions. And it was also worth highlighting the commitment to corrective actions – readiness of all participants to implement agreed solutions. To achieve this, it was necessary to: define roles and responsibilities (a clear definition of the roles of each participant helped to avoid confusion and ensured responsibility in performing corrective actions); create an encouraging environment (a positive atmosphere that supports initiative and new ideas increases motivation for change); monitoring and evaluation of regular assessment of progress in the implementation

of plans helps to identify problems and make adjustments in a timely manner, which increases confidence in consulting processes).

The seventh function was to promote customer training, i.e., to train customers to solve similar problems in the future. In the library sphere, the most relevant areas were: the development of information literacy, individual consultations, and the creation of training courses. Consulting librarians teach users to formulate a query, use directories, keywords that improve search results, databases, online resources, and correctly refer to sources (academic integrity). These skills contributed to the development of an assessment of critical skills, among which applicants for education or other participants in the educational process distinguish between reliable and unreliable sources, get acquainted with the criteria for evaluating information: authority of the source, relevance, objectivity. During the consultation, the librarian-consultant acts as a mentor: not only provided an answer, but also commented on the search progress, teaches users to think analytically and consistently. Library specialists created instructions, video tutorials, memos, and presentations that help users master the skills of independent work with information. This function was necessary, when learning the latest technologies. Most managers in this study mention the fact that consultants should be involved, when their organisation lacks the necessary experience, or when they themselves, as managers, lack the necessary skills (Jespersen, 2009).

The eighth function was to continuously improve the efficiency of the organisation. In order to calmly perceive changes and adapt to them and the development of technologies, organisations need consultants, who will influence its effectiveness, coverage of the latest technologies and global trends. Consulting professionals were hired for their ability to influence changes, help the organisation to implement its strategy, plan or successfully redesign services after the introduction of a new technology (Popova & Hurova, 2016). Consultants focused on results, helping clients to identify their needs, and acquired the competencies and skills to meet those needs. In this process, the consultant guides the client from a state of unconscious incompetence to unconscious competence (Weiss, 2009). This was associated with training or training, when, for example, a library employee was taught to use the latest technologies, or collaborate with a robot that scans the indexes of books on shelves. Consequently, the functions of library consultants were diverse, they were not limited to one task, and the role of a consultant was multifaceted. Information consulting was one of the basic functions of a consultant, implemented both through direct interaction with library users and within the framework of external consulting. Such activities contributed to improving the information culture and efficient use of library resources.

In scientific publications, consulting was described as an effective tool for managing innovative infrastructure. The study by H. Boelens (2010) showed the work of a school librarian and information specialist. The researcher used qualitative and comparative methods, drawing on data from different European countries, to assess how school libraries contribute to student learning, digital competence, and equal access to information. The focus was shifting to the fact that libraries were no longer peripheral support structures, but were becoming central to teaching, learning, and developing digital literacy in schools across Europe. The manual "Management consulting", prepared by the International Labour Organisation under the editorship of M. Kubr (2002), was considered the most thorough source of theoretical and practical aspects of consulting activities. Real examples of successful work of information consultants were given in the publication by A.J.H. Johnson (1995). Various tips for information consulting were presented by I. Wormell *et al.* (2011) for information professionals moving to the position of consultants. The researchers used their extensive international and professional connections to allow clients to share their experiences and expectations with information consultants. A unique view of the client was highlighted: managers and clients talk about their motivation, experience, and advice. A list of the "top five" qualities of consultants was presented. L. Robinson (2009) contributed to the theoretical foundations of computer science, suggesting that a combination of process-oriented and context-oriented approaches can better inform research, systems design, and information services. The main purpose of the study by S. Stewart (2019) was to establish the extent to which library and information professionals in London and surrounding areas were actively managing change. The study found that 91% of library and information professionals suggested that change management was important and should be mandatory in courses related to library and computer science. J. Reeve (2018) noted: "motivation is a process. Whether defined as an excuse or a need, motivation is an internal state that seeks change in itself or in the environment. When this energy well is used, motivation gives a person the drive and direction necessary to interact with the environment in an adaptive, open way aimed at solving problem". The essence of motivation was energetic and persistent purposeful behaviour, when a person was motivated, they move and act.

E. Ushioda & Z. Dörnyei (2021) noted that motivation depended on meeting needs that were either necessary for maintaining life or necessary for well-being and growth. The word motivation comes from the Latin verb "movere", which means "to move". Thus, motivation was a word used to describe what "makes us move". In view of S. Bai *et al.* (2018), the motivation for consulting activities may vary depending on the goals of the company or consultant. Potential consumers of

consulting services were any organisations that face management problems. These included private companies, banks, government agencies, professional associations, and investment funds. The library sector has not spared global trends. Consulting in the organisational sense dates back to 1870 (Murphy, 2011), and the emergence of library consulting dates back to 1913, when an information and consulting service called the library of engineering societies was founded in New York (Jespersen, 2009). Since consultants were involved to help libraries to identify, design, and implement solutions on a variety of strategic, managerial, operational, and human resources issues, the question arose in the study of the reasons for attracting consultants to the library sphere and the need for consultants' services (Aftandilyants, 2014).

The role of the consultant in solving the client's problems or requests confirmed their function as an agent of change, capable of implementing practical and technological solutions in crisis situations. The diagnostic activity of the consultant provided an objective vision of the situation, allowed rethinking or clarifying the problem or the need to prepare the organisation for the next stages of solution. Diagnostics also contributed to the development of a reflexive approach on the part of the client. Based on diagnostics, the consultant forms sound recommendations, which were often based on experience that was not available from within the organisation, in particular libraries. The effectiveness of implementation largely depended on the trust between the consultant and the client and the quality of interpersonal interaction. The consultant can actively participate in the implementation of solutions, performing not only advisory functions, but also organisational and methodological support: creating plans, training personnel, monitoring implementation and transferring knowledge. Building consensus and commitment to change was a prerequisite for successful project implementation. To do this, consultants use methods of attracting stakeholders, open dialogue, feedback (in particular, the "Voice of client" method), and create conditions for collective responsibility. Facilitating client training was a long-term investment in the development of the library, as it allowed increasing the client's independence in solving similar problems in the future, especially in the context of rapid technological development. Consultants played an important role in improving the overall efficiency of libraries, helping them adapt to changes, implement the latest technologies and global trends, which required a high level of strategic vision, competencies, and communication skills.

Conclusions

The study identified and analysed the main reasons for involving information consultants in the library sector, which were related to specific areas of library work. The motivation of consulting activities was

focused on the functional tasks of consultants and was determined by solving the tasks of library institutions in professional support during and in improving the processes of library activities. Information consultants function as agents of change, played an important role in supporting the strategic development of the library, librarians, users, providing them with the opportunity to get an objective assessment of the situation and determine the best ways to improve their work. The main incentive for consulting activities was the need to solve problems that may be hidden or insufficiently realised by the library team. The consultative approach allowed not only to identify existing challenges, but also to predict potential threats and develop effective mechanisms to eliminate them. Due to the independence of consultants from the library's internal processes, their recommendations were often characterised by impartiality and flexibility, which contributed to better decision-making.

Consulting activities in the library sector cover a wide range of tasks: from strategic planning to optimisation of library business processes and work with library users. An important aspect of the motivation of consultants was the ability to directly influence the

improvement of the library's activities, which made their work not only useful for users, but also socially significant. The motivation of consulting activities and their functional direction was the driving force for positive changes in the management and strategic development of libraries and bibliotechnological activities. The need to attract trained consultants was to strive for continuous improvement of processes, search for the best solutions, and ensure efficient use of resources, which contributed to the development of both individual libraries and the industry as a whole. Further research in this area will be aimed at the practical implementation of information consulting in the activities of libraries in Ukraine and psychological aspects of information consulting.

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None.

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Мотивація консалтингової діяльності: бібліотечний аспект

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Анотація. У другій половині 2000-х та першій половині 2010-х років бібліотеки України зіткнулися із проблемами, пов'язаними з глобалізацією та оцифруванням, які вплинули на підвищення ролі консалтингу в бібліотечній сфері. Метою статті стало розкриття сутнісних ознак мотивації консалтингової діяльності в залученні інформаційних консультантів до бібліотечної діяльності. Консалтингова діяльність в бібліотечній сфері охоплювала широкий спектр завдань: від стратегічного планування до оптимізації бібліотечних бізнес-процесів і роботи з користувачами бібліотеки. Було проаналізовано основні причини залучення інформаційних консультантів до бібліотечної сфери, що стосувалися різних напрямів роботи бібліотеки. Під час дослідження інформаційного консалтингу в бібліотечній сфері комплексно висвітлено причини залучення інформаційних консультантів до бібліотек. Аналіз публікацій дозволив розкрити зміст основних причин залучення консультантів, якими активно послуговувалися в теорії та практиці бібліотекознавства. Виявлено, що консультанти залучалися для допомоги бібліотекам у визначенні, проектуванні та впровадженні рішень для різноманітних стратегічних, управлінських, операційних, людських ресурсів. Вони призначені для того, щоб завчасно виявити проблеми, які були в бібліотеці; якщо їх не усунути вчасно – це могло негативно позначитися на роботі бібліотеки. Зазначено, що консультанти функціонували як агенти змін, відігравали важливу роль у підтримці стратегічного розвитку бібліотеки, бібліотекарів, користувачів, надаючи їм можливість отримати об'єктивну оцінку ситуації, визначити оптимальні шляхи покращення роботи. З'ясовано, що вони залучалися на певний термін для оцінки та вирішення конкретної проблеми в бібліотеці, а також для того, щоб розробити набір рекомендацій для покращення роботи бібліотеки. Мотивація консалтингової діяльності та її функціональне спрямування виступило рушійною силою позитивних змін в управлінні, стратегічному розвитку бібліотек та бібліотекознавчій діяльності. Потреба у залученні підготовлених консультантів виявилася у прагненні до постійного вдосконалення процесів, пошуку найкращих рішень, забезпеченні ефективного використання ресурсів, що сприяло розвитку окремих бібліотек, галузі в цілому. Практична цінність цього дослідження полягає у можливості вдосконалення інформаційного консалтингу в бібліотечній сфері України шляхом використання зарубіжного досвіду на рівні окремого бізнес-процесу і на загально бібліотечному рівні

Ключові слова: інформаційний консалтинг; бібліотечний консалтинг; бібліотечні консультанти; консалтингові послуги; причини залучення консультантів
