

While most qualitative researchers excel at storytelling and hence the major texts are approachable, this classic introduction to qualitative method and practice is a pleasurable and rewarding read for the novice and experienced researcher alike. Texts on qualitative research are proliferating. The new edition of Corbin and Strauss is preferred as a basic and applied text for graduate students. Charmaz's (2006) *Constructing grounded theory* is another recent applied text that demonstrates procedure and practice, but the reviewer finds the examples more difficult for students to absorb because they are from a variety of projects. Corbin and Strauss also offer an explanation of quality in qualitative research (including more than 13 criteria) that is absent in Charmaz (2006). Doctoral students should also read the original Glaser and Strauss (1967), and the *Sage Handbook of Qualitative Research* (Denzin & Lincoln, 2005) should be available at all times for consultation on in-depth information on procedures, terms, and background.

References

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Anne Cooper Moore
 University of South Dakota, 414 East Clark Street,
 Vermillion, SD 57069, USA
 E-mail address: anne.moore@usd.edu.

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Bibliometrics and Citation Analysis: From the Science Citation Index to Cybermetrics. By Nicola De Bellis. Lanham, MD: Scarecrow, 2009. 415pp. \$55 (pbk). ISBN 978-0-8108-6713-0 (pbk).

This review and analysis of bibliometrics and citation analysis takes a historical perspective but covers current trends and issues. The author, a medical librarian at the University of Modena and Reggio Emilia in Italy, received a Ph.D. in the history of science in 1998. Despite not being a recognized bibliometrician, De Bellis has produced a stunning and useful treatise that will be valuable to existing bibliometricians, students of bibliometrics, and the increasing number of non-bibliometricians who need to be familiar with citation analysis because of its increasing role in research evaluation. The book is written in a humanities style and extensively discusses historical and philosophical issues but also deals thoroughly with the mathematical foundations of bibliometrics (chapter 4). This should make it particularly attractive to readers without a quantitative background who need to understand bibliometrics.

Whilst this book is not intended to be a manual for bibliometricians, in contrast to the more detailed technical coverage in Moed (2005), it gives particularly thorough coverage of historical and philosophical issues for bibliometrics, laying out a context from which current research can be better understood. This coverage emphasizes the work of those who laid the "philosophical foundations of bibliometrics", from John Desmond Bernal who influenced the later, more widely recognized work of Derek John De Solla Price (similarly to De Bellis, a historian of science and technology), Eugene Garfield (chemist and creator of widely used and revolutionary citation indexes, originally as part of the Institute for Scientific Information, now Thomson Reuters), Robert Merton (sociologist), and Henry Small (chemist/historian of science and

leading researcher with Garfield's former company). The book relates this history to current practice, for instance by revealing that some of the terms used in bibliometrics today, such as "research front" and "invisible colleges", were investigated by Price in the 1960s and 1970s.

The core of this book is its treatment of citation analysis and the controversies surrounding the use of citation counts for the evaluation of research. This coverage is addressed in several chapters through a historical review and analysis of the literature and a philosophical discussion of the issues. Chapter 7, "On the shoulders of dwarfs: citation as rhetorical device and the criticisms to the normative model", is particularly engaging with its analysis of the assumptions under which citation counting may be reasonable. This is discussed in the context of differentiating between star researchers, "giants", who are sometimes regarded as making by far the most significant contributions to science, and the rest (i.e., the dwarfs), upon whose shoulders the giants may or may not stand:

If no lines of continuity are drawn between the giants and the dwarfs, so that the only true advancements are thought to be the relatively uncommon conceptual revolutions made possible by a small elite of top brains working in the top world universities and writing in the top international journals, then bibliometric indicators are basically as good as any other evaluative tool to detect excellence in the top strata, but dwarfs' performance levels are beyond the reach of their resolution; if, on the contrary, the two extremes are placed not too distant from one another, so that the advancement of science is deemed to be inconceivable without the painstaking job of many short or medium height researchers preparing the material and conceptual conditions of major discoveries, then bibliometric measures make sense also at low levels of productivity and performance, provided they are built with unbiased data and all the necessary methodological requirements set forth in chapter 6 are fulfilled (p. 266).

The penultimate chapter, "measuring scientific communication in the twentieth century", brings the book up to date by discussing the implications of e-journals, open access, and open access citation indexes for bibliometrics, as well as the development of the new fields of webometrics and complex network analysis. This chapter, like the rest of the book, shows a remarkable grasp of a wide range of issues, from the philosophical to the quantitative.

De Bellis' conclusion conjectures that people aware of bibliometrics tend to be either believers or non-believers, accepting that citation analysis can be useful and taking advantage of it, or rejecting claims about its validity and ignoring the metrics. Since there is a well-argued case for both sides, evidence can be brought to support both alternatives. Nevertheless, the author argues for the use of citation analysis, in appropriate contexts, with caution and, preferably, in conjunction with other sources of evidence. I think that few practicing bibliometricians would disagree with this general point.

In summary, this book is particularly recommended for practicing bibliometricians to gain a historical overview of their field, for humanities-oriented scholars of bibliometrics as a way of engaging with the key debates of the field, and for policy makers and research managers who need to understand bibliometrics because of its use within their sphere of operations. It is well-written, authoritative, and valuable. Originally published in Italian, this improved and extended English version was produced following encouragement from Eugene Garfield, who can have the last word about "this magnificent work by a scholar with an incredible knowledge of the history of our field" (Garfield, 2009).

References

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Mike Thelwall
 School of Computing and Information Technology,
 University of Wolverhampton, Wulfruna Street,
 Wolverhampton WV1 1SB, UK
 E-mail address: m.thelwall@wlv.ac.uk

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The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. By Ronald Heifetz, Alexander Grashow, and Marty Linsky. Boston: Harvard Business Press, 2009. 326 pp. \$24.95. ISBN 978-1-4221-0576-4.

Within library and information science (LIS) there is much discussion of the transition through which libraries are going. Within this context there is frequent mention of change management, the culture of evaluation and assessment, planning, and decision making. Successful transition for these complex organizations may well depend on the quality of leadership that guides them. Leadership is not confined to the person at the top of the organization (shared or distributed leadership), nor is leadership adequately captured in any one leadership theory or style.

Extensive interdisciplinary reading of the leadership literature, whether the theories or the research that informs and applies the theories, reveals that leadership is a multi-faceted topic which is slowly being uncovered through ongoing research that enriches our understanding and application. Unfortunately, the LIS research literature on leadership is not well developed and does not take advantage of the new directions seen in other disciplines. It seems that LIS researchers are followers and not leaders who function at the cutting edge. In effect, leadership is a rich vein within a huge gold mine; we are still at the entrance and not progressing very far into the seam. There are too few miners who employ innovative methods of extracting the gold.

The Practice of Adaptive Leadership, written by three authors long associated with leadership development, focuses on the application of adaptive leadership, which is defined as “the practice of mobilizing people to tackle tough challenges and thrive” (p. 14). More precisely, as they state, it involves diagnosis and action;

“The process of diagnosis and action begins with data collection and problem identification (the what), moves through an interpretative stage (the why), and on to potential approaches to action as a series of interventions into the organization, community, or society (the what next) (p. 6).”

Organizations might be characterized as systems that require:

- diagnosis of the challenges, stakeholder interest, the political landscape, and the qualities of an adaptive organization (chapters 5–7);
- mobilization (interpretations, effective interventions, political action, orchestrating conflict, and building an adaptive culture) (chapters 8–12);
- reflection (the organization as a system, identification of loyalties, knowing “your tuning,” “broaden your bandwidth,” “understand your roles,” and articulation of purpose) (chapters 13–18);
- deployment or making connections (“stay connected to your purposes,” “engage courageously,” “inspire people” and “run experiments”) (chapters 19–22); and
- thrive or grow, including self-renewal (chapter 23).

The book also offers advice, tools, and techniques for coping with challenges.

The authors recognize the necessity of developing leadership capacity in organizations. They remark that “building a leadership pipeline is essential to long-term adaptability because the key bottleneck to growth is so often the quantity and quality of leadership available in the organization” (p. 170). As the lead professor for the doctoral program, Managerial Leadership in the Information Professions, at Simmons College, I am most interested in helping to develop that pipeline, especially one in which leaders engage in and understand theory and research as well as possess other critical competencies (see http://web.simmons.edu/~phdml/docs/phdmlip_models.pdf).

A growing area of research relates to leadership as performance, and the authors acknowledge performance when they encourage leaders to “use voice pitch, volume, and tone to speak musically” (p. 271). They address the value of emotions but do not specifically address emotional intelligence. When they address self-renewal, they do not mention resonant leadership. Clearly, adaptive leadership is not a stand-alone theory; however this is true of most other theories. Under diagnose and action, there could have been a discussion of decision making and the role of evaluation research as a strategy for effective diagnosis and action.

The Practice of Adaptive Leadership adds to the literature on leadership but does not make a significant contribution. However, a careful reading will indicate areas that researchers might pursue. Performance is one of those areas (see Peck, Freeman, Six, & Dickinson, 2009).

Reference

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Peter Herson
 Simmons College, Graduate School of Library and Information Science,
 300 The Fenway, Boston, MA 02115-5898, USA
 E-mail address: peter.herson@simmons.edu

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