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Change Leadership in South East Asian Academic Libraries

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6th Rizal Library International Conference

Leadership and Change: Setting Directions, Braving the Odds

October 23-24, 2014

Change leadership in South East Asian academic libraries

Gulcin Cribb and Tamera Hanke

Singapore Management University

Agenda

- About SMU Libraries
- What's in a name?
 - Change Leadership and Management
 - Agile Management
- SMU as a case study
- AUNILO Libraries survey results
- Conclusion

Singapore Management University (SMU)

- A young university – opened in 2000
- 6 Schools – Business, Economics, Accounting, Information Systems, Law, Social Sciences and many research centres
- City Campus - 6 buildings at the heart of Singapore
- 8000 students (7000 ug and 1000 pg), 320 faculty
- Broad based education, small classes, interactive tutorial style learning, blended learning
- International experience, community service, internship

Li Ka Shing Library

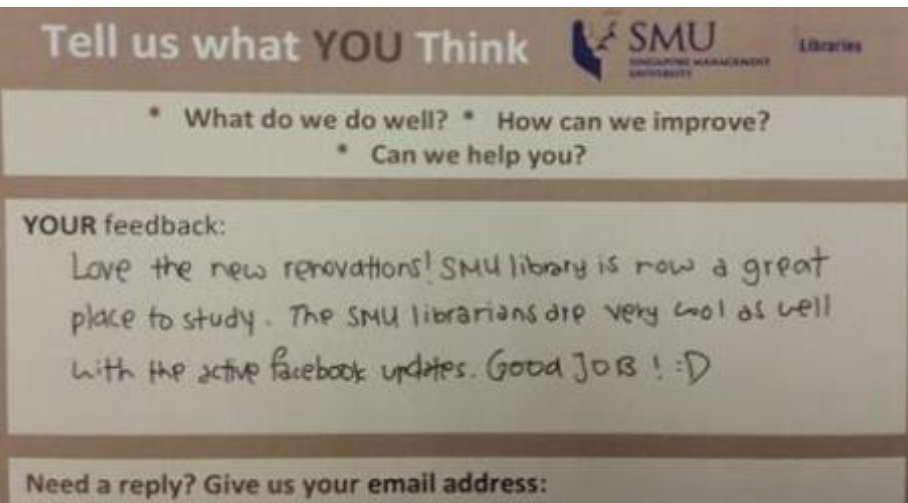


Known as a ‘Different Library’

Student and faculty engagement

Lean library

Consultation, participation, inclusivity, listening to ‘Voices’



Change...

- Change is a constant
- Change is inevitable
- Change is transformational
- Change is for the long-term
- Change is a journey
- Change must build on the past and the future
- Change must be linked to 'reality'
- Change is about 'communication'
- Change is dependent on 'vision and leadership'



**“We’ve been doing things wrong for 35 years.
If we start doing things right, it might
put us out of business!”**

Say Goodbye to 20th Century **Jobs**

Top-down hierarchies

Competing for Market Share

Silo/Function-based work

Organization-centric

Command & Control

Hierarchy

Work-Life balance

30 Years in One Career



Welcome to 21st Century **WORK**

Nimble organization, transparent communication

Creating New Markets

Project-based work

People-centric

Trust-based

Networks & Relationships

Life-work

10+ Careers by 40

Agile Management

- Associated with private sector
 - Software industries
 - Emphasizes the need to quickly respond to changing environment
 - Emphasizes the need for an organization to be adaptable, flexible, etc.



" Yes, you are a developer and yes, you're agile but that doesn't necessarily make you an agile developer. "

Agile Management – 5 ways

Birkinshaw, J. (2012). How to stay agile. *Management Today*,
March: 40.

- Use peripheral vision – monitor trends, innovations, anticipate the new, practice scenario planning
- Encourage dissent – encourage debate, allow assumptions/beliefs to be challenged
- Experiment – experiment
- Simplify & flatten – push decision making to the front line, utilize outsourcing for scalability of resources
- Act quickly – practice ‘active waiting’ keep costs under control, manage resources so that when an opportunity presents itself the organization can act

Agile Management @ SMU

- The 5 ways @ SMU
 - Using peripheral vision
 - Encouraging dissent
 - Experimenting
 - Simplifying and flattening
 - Acting quickly



Preparing for agility



Risk-Orientation Model



Our Passion, Our Commitment, Your Advantage

Preparing for agility

- Team Building – 2012 workshop (offsite)
- Strategic Planning – 2012
- Master Planning -2013
- Repurposing of positions (ongoing)
- Design thinking workshop - 2013
- Greenbelt training 2013 (ongoing)
- Change management workshop (offsite)- 2014



Using Peripheral Vision @ SMU

- LMS feasibility study
- A Day in the Life of ...
- Consultants report: “Changing Roles in Research Libraries: Future Directions ...”



Australia study trip:

- Informed new service model ideas
- Observation of best practices, trends in action, etc.

Encouraging dissent @ SMU



- Defining Value workshop
- Voice of the customer
 - SMUSA
 - LibQual
 - Suggestion Board
- Culture of Assessment
 - Data-driven decision making
 - Evidence based planning and decision making



Experimenting @ SMU



- “Phone booth”
- Print PDA
- Chat services
- New Librarian rotation scheme
- New staff immersion program

Experimenting @ SMU

- Student Engagement
e.g. Halloween, April Fool's Day, Faculty reception etc...
- Luna



Simplifying & flattening @ SMU



- The Desk
- Student Assistants
 - Training and empowerment
- Upskilling ALL
- Simplifying processes

Simplifying & flattening @ SMU

- Lean Six Sigma Green Belt training
 - Process improvement librarian
- Redesigned staff work area

Lean Improvements

| Category | Improvement |
|--------------------------------|---|
| Inventory/ 5S | <ul style="list-style-type: none">• Filter early to prevent unwanted items from piling up.• Remove untidy gift shelf which is no longer necessary. |
| Wait / pull / one piece flow | <ul style="list-style-type: none">• In-tray ("Gifts for cataloging") within peripheral vision of Gifts Specialist (visual trigger).• Electronic form notifies Gifts Specialist upon new entry.• Research Librarians only need to assess items that go to them directly, straightaway. |
| Over-processing | <ul style="list-style-type: none">• Remove unnecessary confirmations.• Reduce the number of people involved in process. |
| Defect | <ul style="list-style-type: none">• Redesign and replace blue / white slip with an electronic form to reduce ambiguity, missing checks and human errors. |
| Not using employee's intellect | <ul style="list-style-type: none">• Empower Gifts Specialist to make decisions about item suitability and bibliographic information. |

Workflow (After Improvement)



Acting quickly @ SMU



Our Passion, Our Commitment, Your Advantage

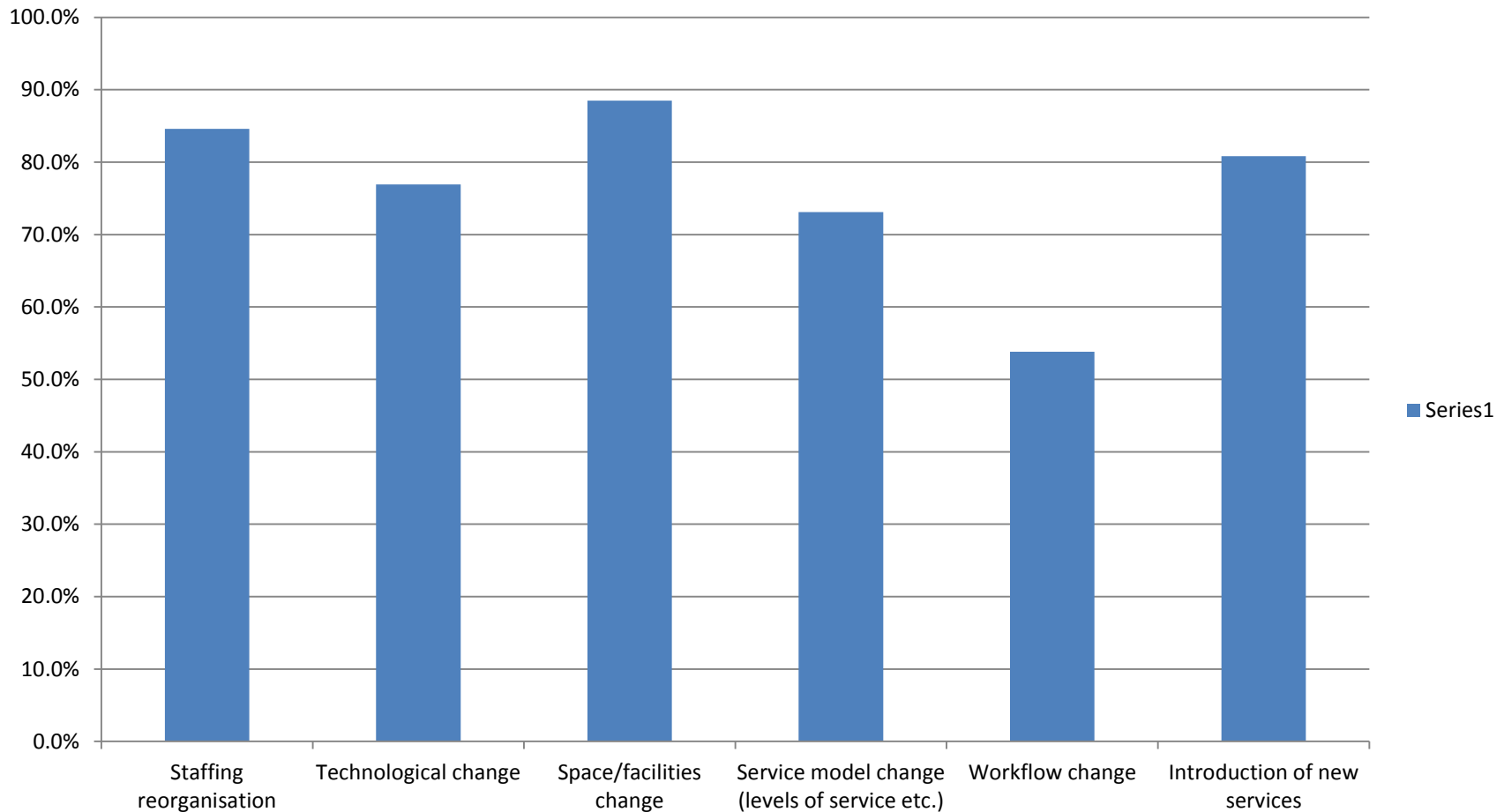
AUNILO Survey Results

- Twenty five responses from 13 AUNILO (ASEAN University Network Inter-Library Online) Libraries
- Like SMU, all are involved in similar change activities
 - Drivers of change
 - Methods of staff engagement
 - Challenges
 - Strategies to manage change

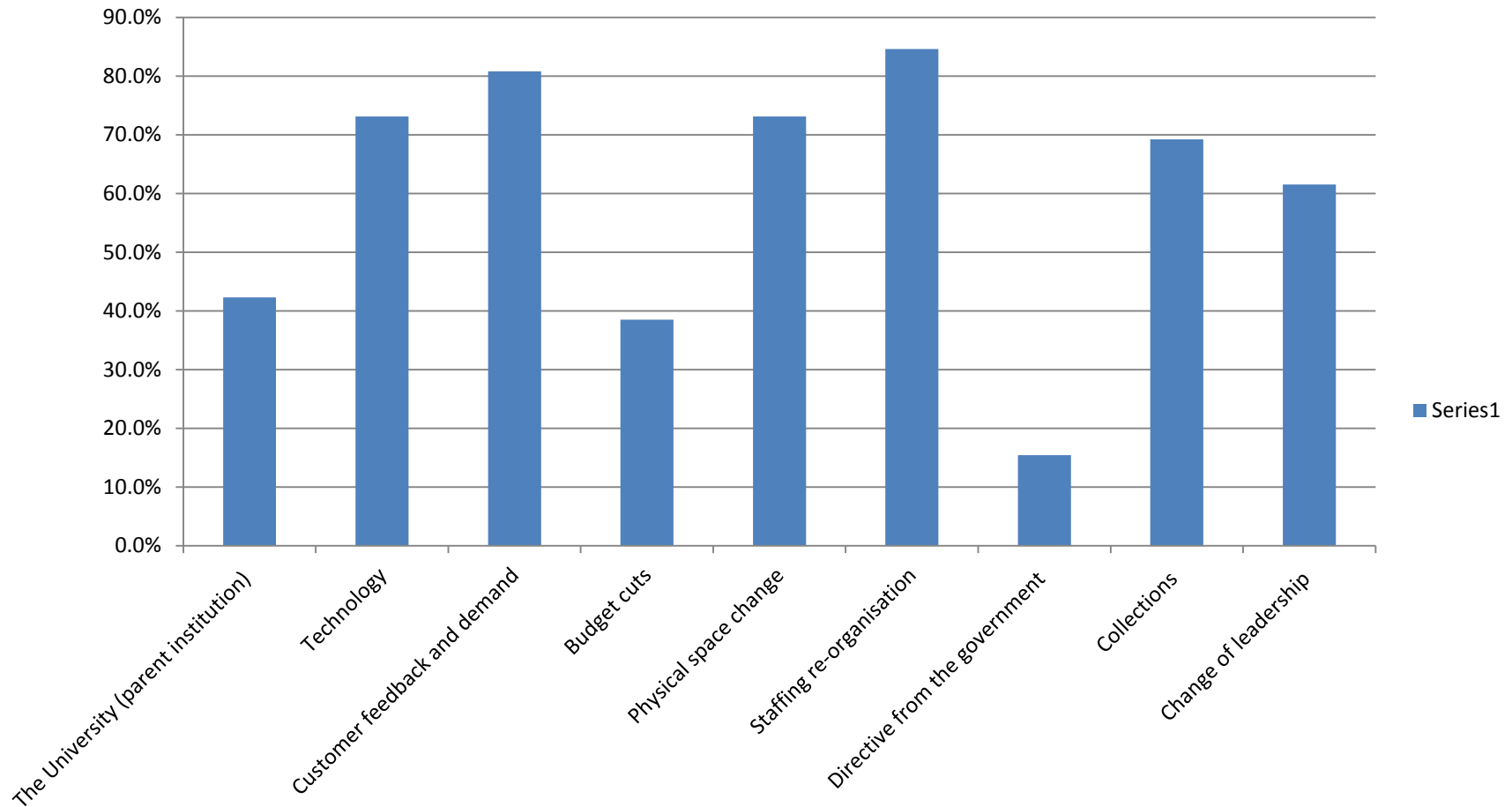


ASEAN UNIVERSITY NETWORK INTER-LIBRARY ONLINE (AUNIL)
9th Committee Meeting, 10-12 June 2013, University of Malaya, Kuala Lumpur, Malaysia

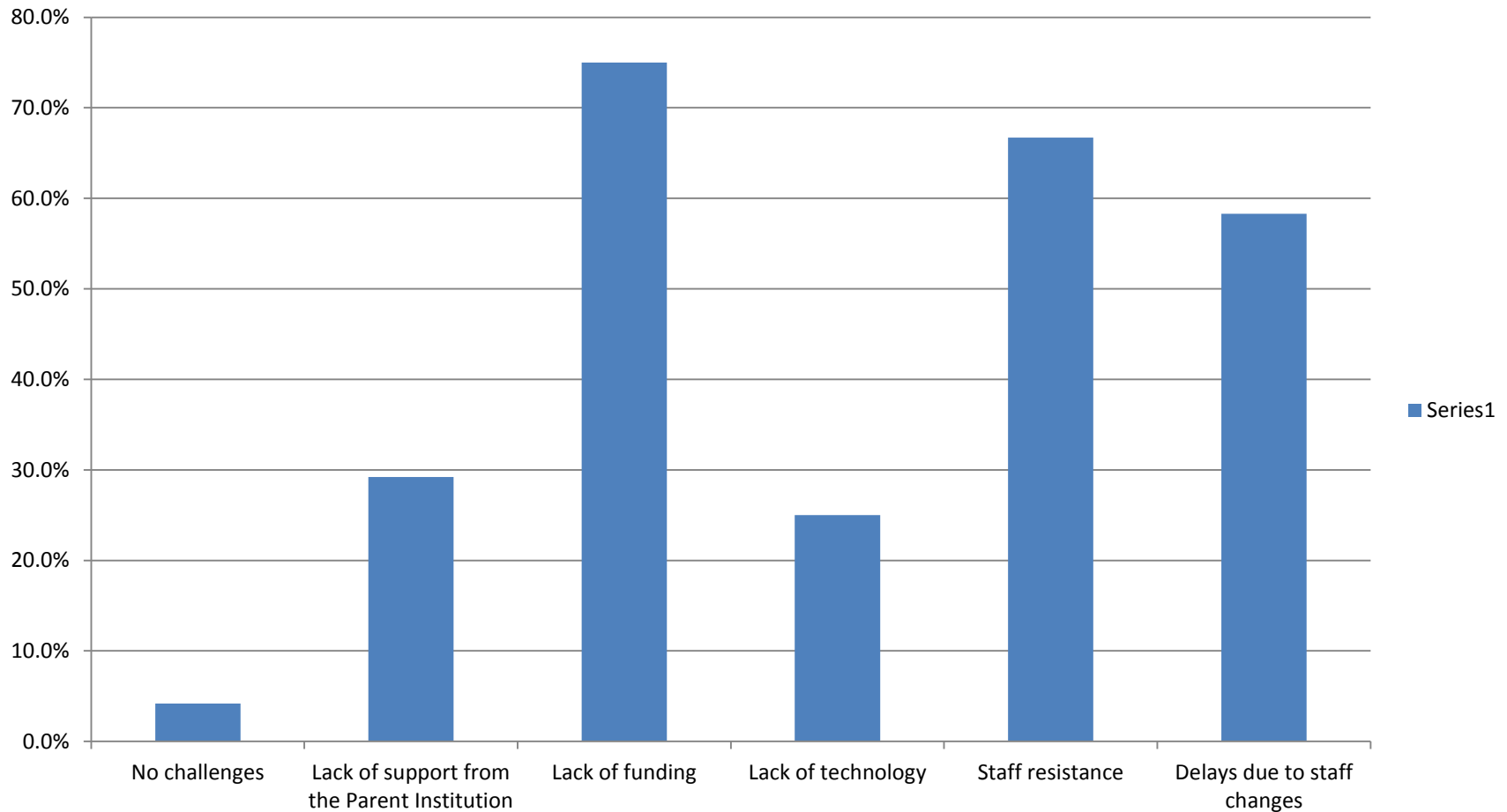
Kinds of change @ AUNILO Libraries



Drivers of change @ AUNILO Libraries



Challenges faced @ AUNILO Libraries

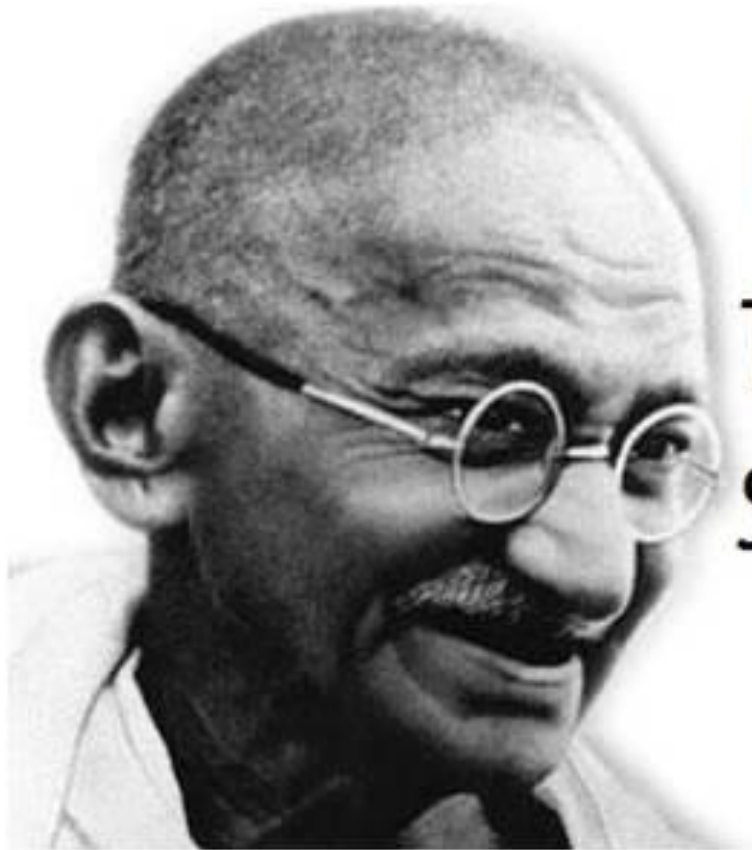


Change management strategies @AUNILO Libraries

- *“Change management involves all parties impacted. **Buy-ins** are important and so are careful planning, discussions with people involved. Most importantly, communicate, communicate and communicate”*
- *“When existing staff take on different roles, that helps too. They start developing new perspectives. Getting **staff buy-in** is the most critical element for change. They also need to see the **benefits to them personally.**”*
- *“Change management is very important in academic libraries because it can lead to a more **efficient and effective services** especially with regards to new technology currently available”*
- *“I find that libraries spend significant time on planning and communication, and even evaluation, but less time is spent on **actual impact assessment** both as a decision making tool prior to change and an assessment tool after change.”*

Conclusion

- Success of any change initiative is **dependent** on communication, collaboration, continuity and context
- Change leadership and vision
- Agile management – ‘alive & well’ in AUNILO libraries
- Staff involvement and participation
- Learning from each other – survey results



Be The *Change*
That You Want to
See In The World.

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