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Evolving the team, expanding skills for the future

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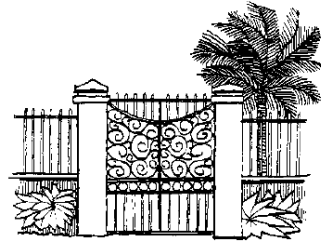
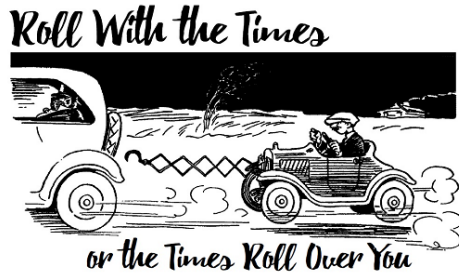
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Citation

Lim, Hwee Ming and Ong, Vincent. Evolving the team, expanding skills for the future. (2016). *Charleston Conference 2016, October 31 - November 5*.

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Charleston Conference™
ISSUES IN BOOK AND SERIAL ACQUISITION
October 31 - November 5, 2016

Evolving the team, expanding skills for the future - SMU Libraries' skills development for the Library Specialists

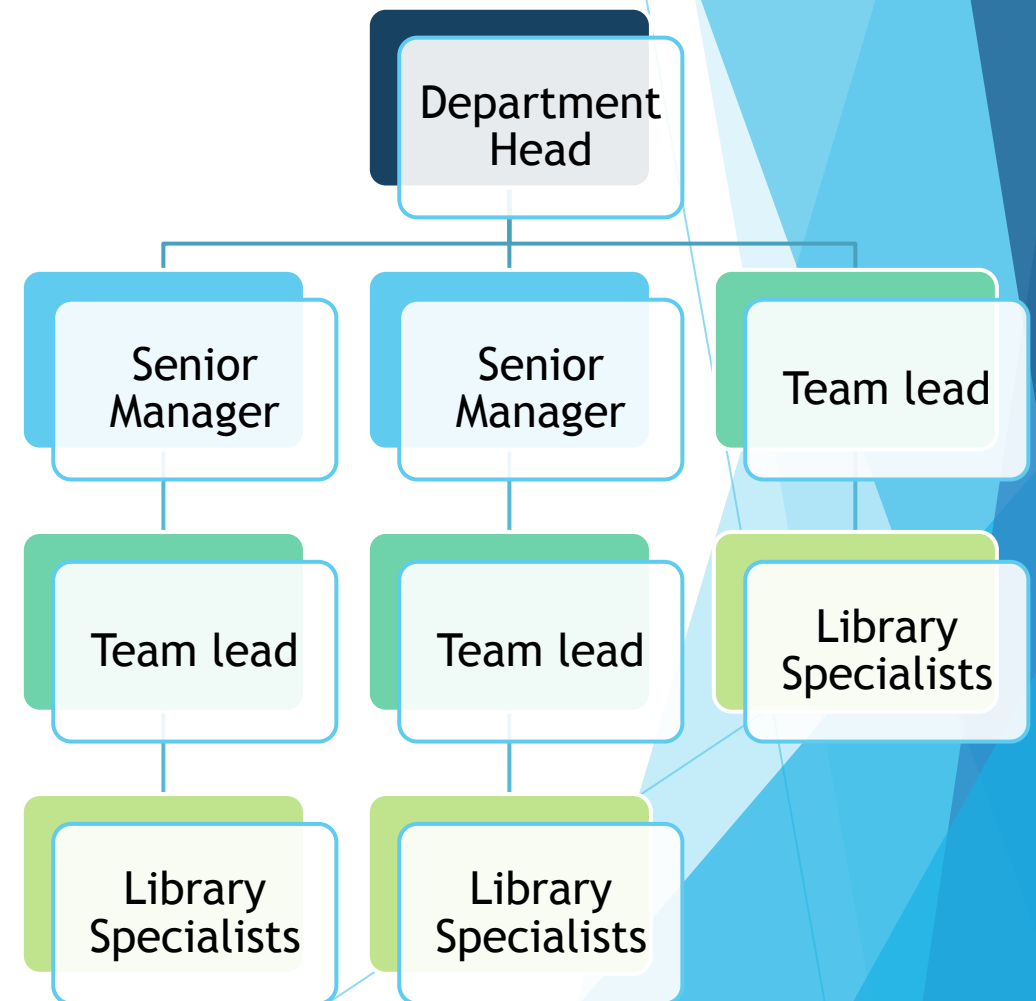
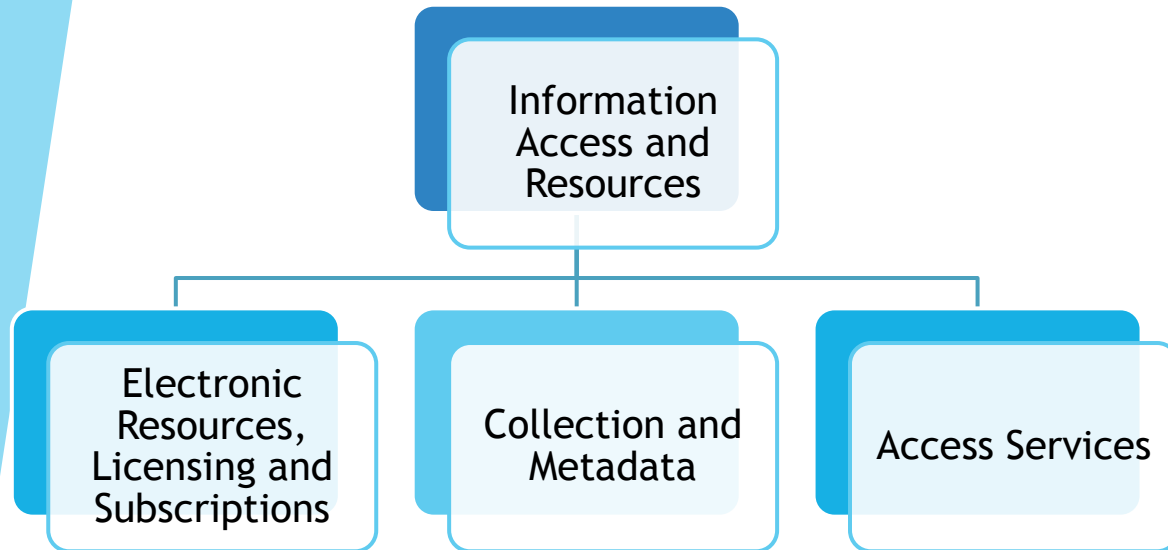
Charleston Library Conference 2016
Vincent ONG, Hwee Ming LIM
Nov 4, 2016

Singapore Management University (SMU)

- A young academic university
- 6 Schools - Business, Economics, Accounting, Information Systems, Law, Social Sciences and many research centers



Information Access and Resources

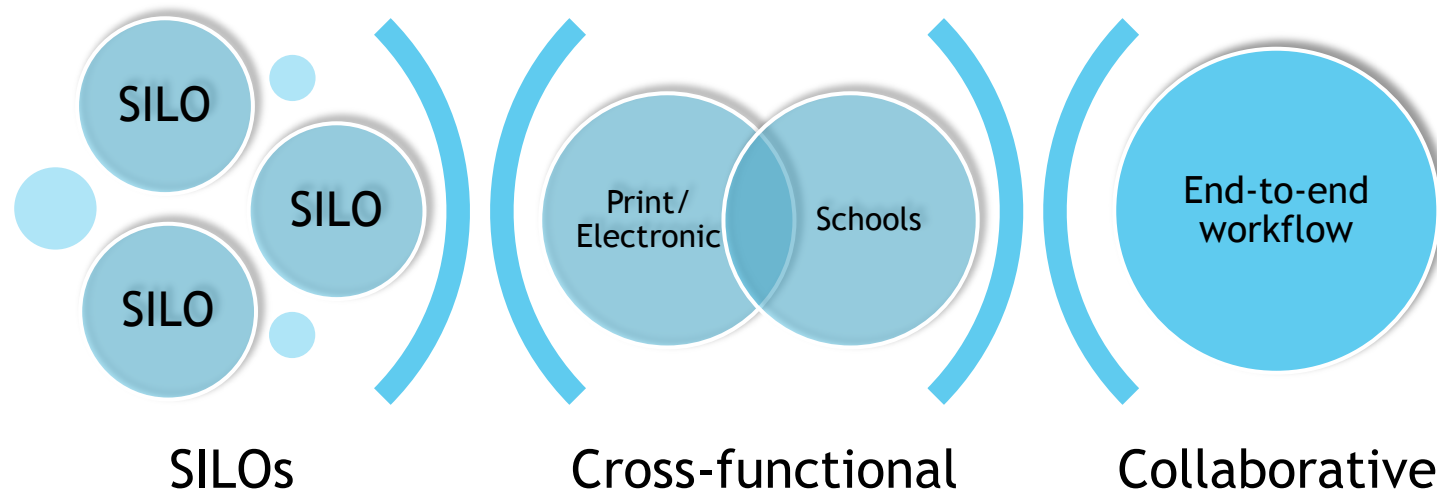


SMU Libraries Strategic Plan 2016-2018

Services	Deliver high-quality, customer-focused services to support and synergize teaching, learning and research
Spaces	Foster a safe space that enriches and embodies the SMU experience
Community	To be recognized as an integral part of the research, teaching and learning ecology of our community
Culture of Assessment	To enhance a culture of assessment in order to meet the needs of our community
Communication	Promote a dynamic communication with community, while enhancing engagement with stakeholders through outreach programmes
Talent Management	Nurture an engaged and highly skilled work force that excels in a dynamic global environment

Culture of Assessment

Continuous Assessment & Improvement Initiative

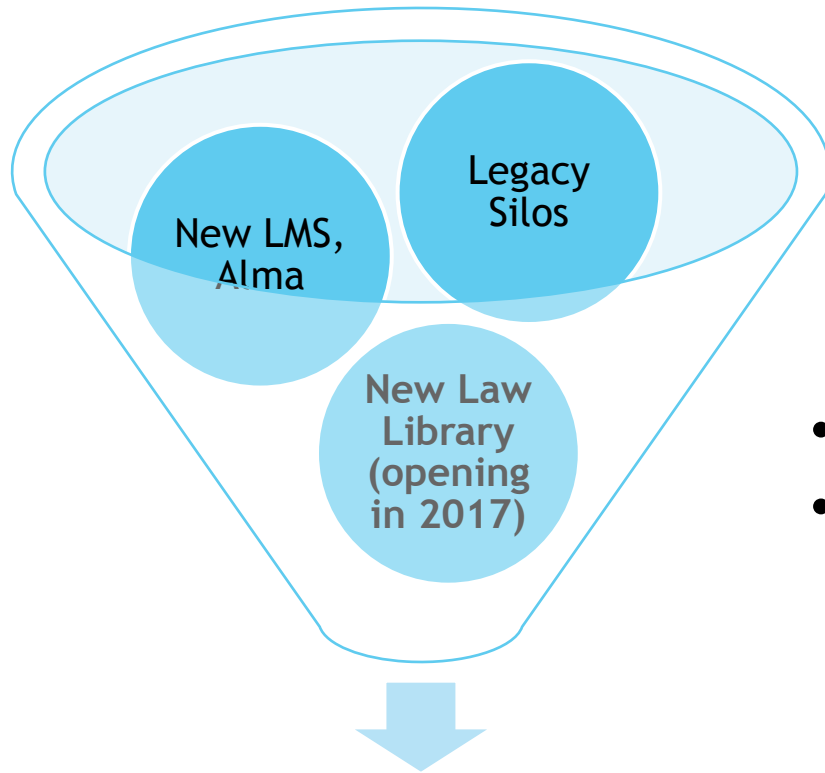


Talent management helps to

Nurture an engaged and highly skilled team that excels in a dynamic global environment



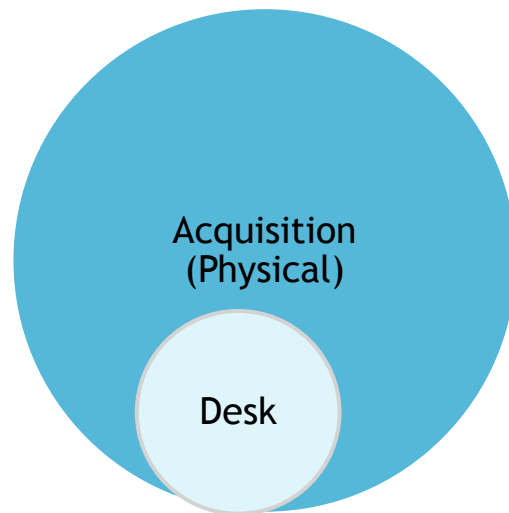
Catalysts of Change



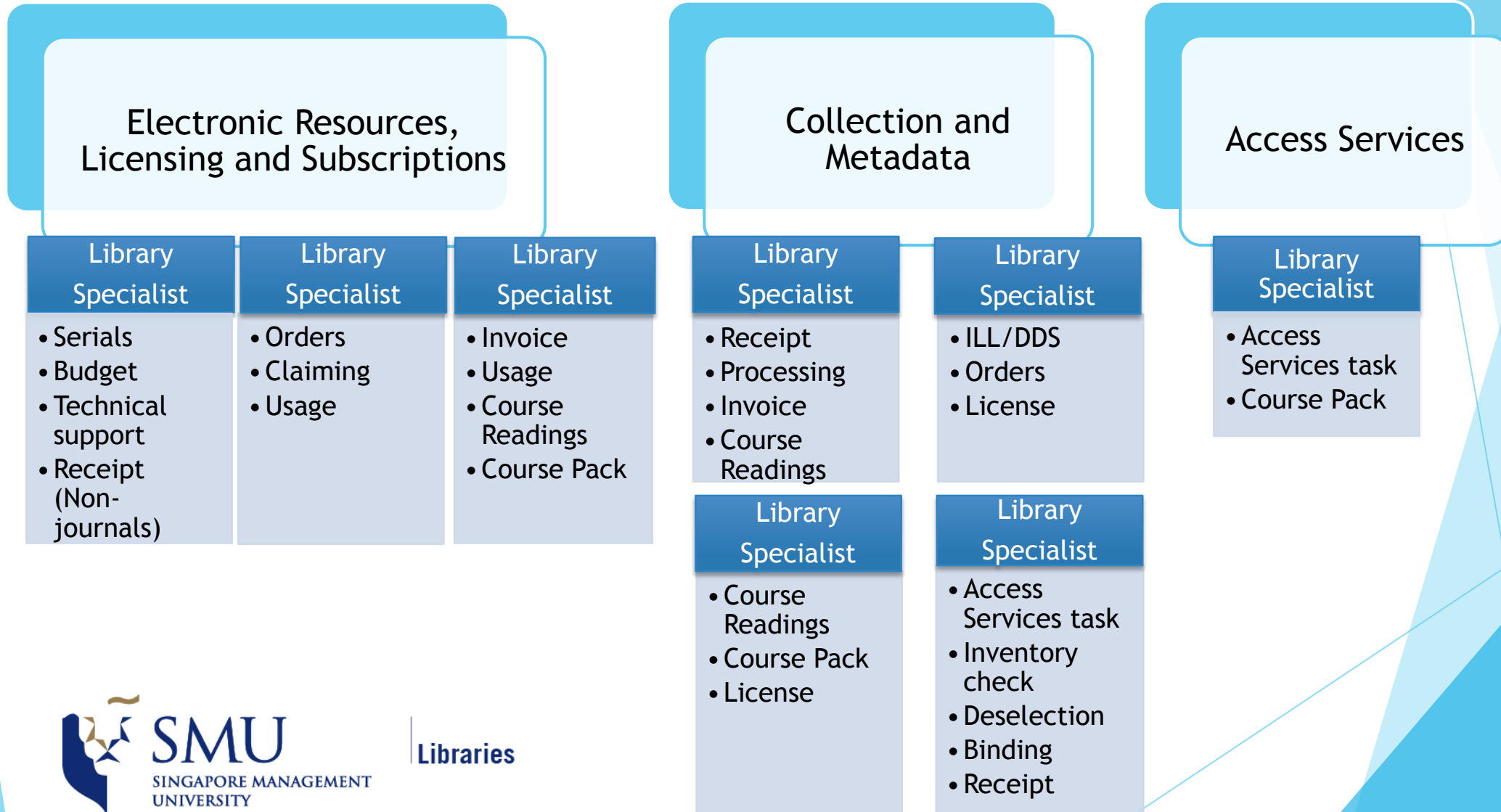
- Future-driven
- Environment & system changes

Background of Library Specialists

- Para-professionals
- Specialized services & Common shared services
- Legacy practices



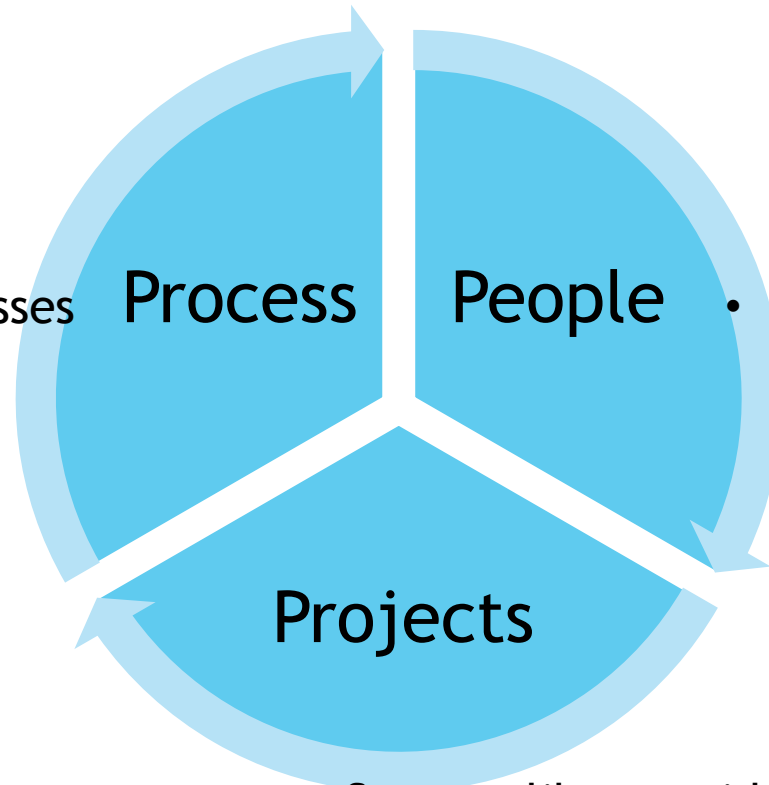
New Reporting Lines & Core Responsibilities



Getting started with Future Skills

Future skills is design to:

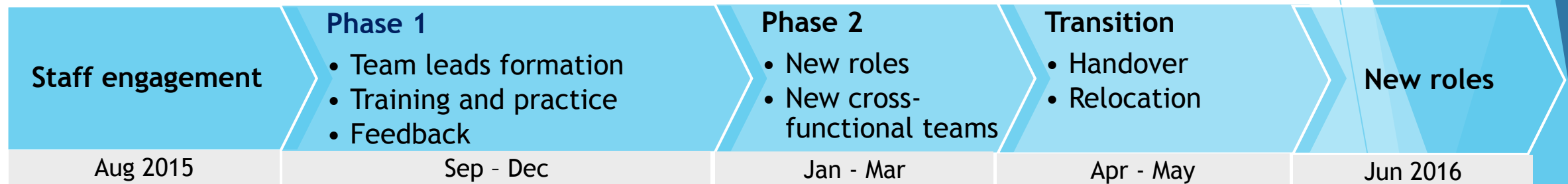
- Integration, unified processes and efficient workflows




- Upskilling to provide opportunities for new roles

- Support library-wide projects with faster deliverables

Future Skills Execution and Transition



- 
- Pre-survey questions (competency + interest to develop skill)
 - Transparency and one-to-one interview
 - Consultative approach (Buy-in and resistance to change)
 - Addressing fears/ insecurities

Future Skills Staff Engagement

Department
head & staff
engagement

- One-to-one interviews
- Identifying areas of interest



Team leads
feedback

- Feedback operational issues



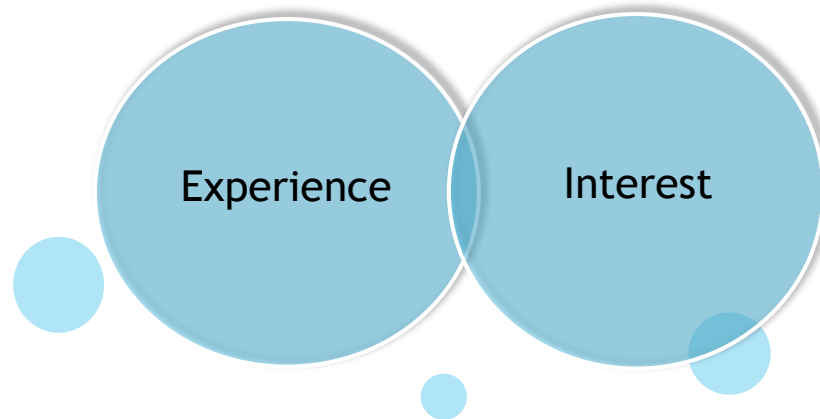
Senior
Managers &
Work
Distribution

- Act as advocates
- Address 'fears' and debunk doubts
- Plan and chart new roles



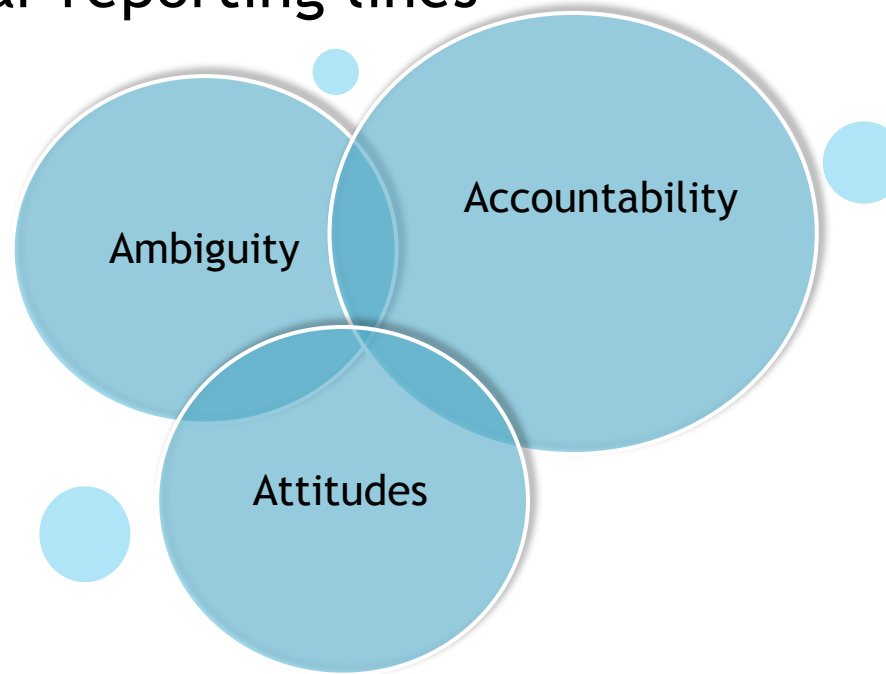
Job redesign: Who fits where?

- Business reasons
- Reporting lines to be clear
- Task lists for each new areas, job description
- Mapping staff to new position
- Final job placement of training
- Relocation



Pilot Run Feedback

- A little less chaos and ambiguity
- Toxic behaviors and attitudes
- Accountability and clear reporting lines

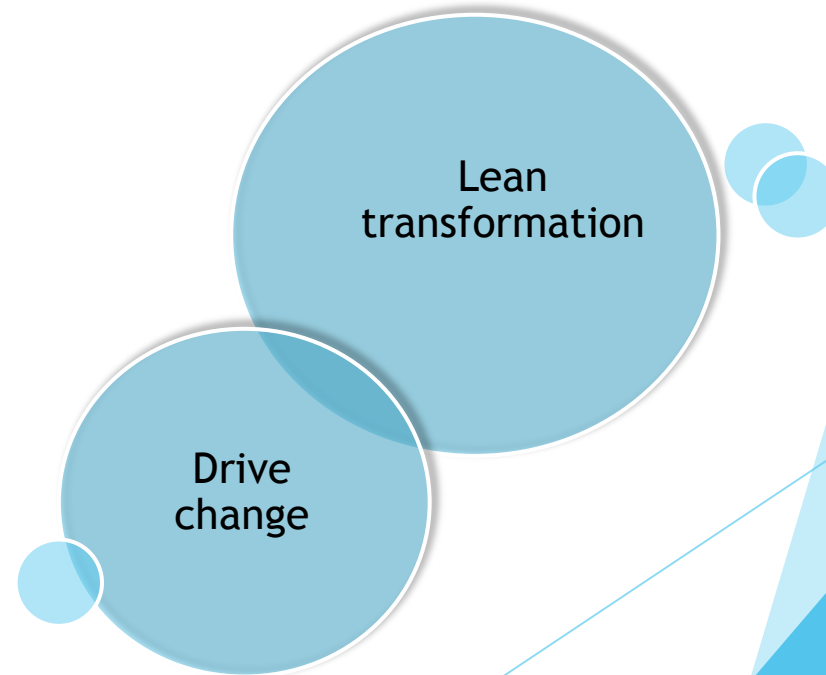


Outcomes

Situation	From	To
Information Systems	Specialized Silos	Shared Integrated
Culture	Directive	Questioning
Communication	Vertical	Horizontal
Problem solving	Individual	Collaborative
Decision making	Individual	Team

Benefits

- Unlearn legacy practices
- Drive change through cross-functional teams
- Lean transformation
 - Relook process
 - Identify pain points to improve the processes



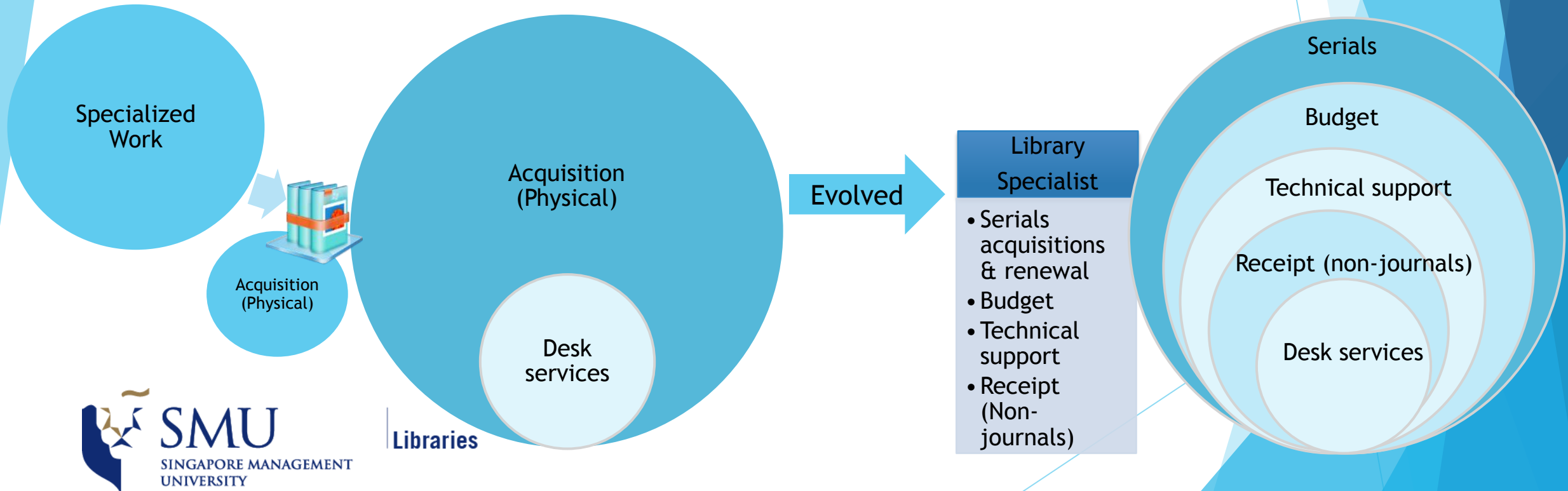
Professional Development of Library Specialists

- New job responsibilities & functional areas
- Breaking down boundaries & increase communication skills
- Expanded role and knowledge base



Evolved Library Specialists

- Powered-up and marketable CV
- Foster new culture of collaborative teamwork
- Increased autonomy, independent and increased confidence
- Flexible and adaptable, ready for volatile changes



Recommendations

- **Identify gaps**
 - Issues arising from new roles/ work arrangement
 - Prioritization and time management
 - Different learning curves
 - Demarcation lines and handoffs
- **Identify potential staff**
 - Succession career planning
 - Professional development

Conclusion

Outcomes

- Shifting from outputs to outcomes

Roles

- Moving from limited roles to collaborative capabilities

New skills

- Embracing new skills, roles and workflows

Cross-functional collaboration

- Team cohesiveness, participate end-to-end workflow

Workspace

- Co-locate the cross-functional groups

Evolution

“It is time to break down the silos, unite the clans and get to work”

- Eric Ries

