Defined by change – from facing changes to leading changes, journey of Turku University Library

Association of Libraries of Czech Universities
Bibliotheca academica 2014
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- Diversified and high-grade university
  - 7 faculties
    - Humanities, Mathematics and Natural Sciences, Medicine, Law, Social Sciences, Education, Turku School of Economics
  - 11 independent units
    - e.g. Language Centre, Finnish Centre for Astronomy with ESO, Research Unit for the Sociology of Education (RUSE), Turku Centre for Biotechnology, Turku Centre for Computing Science
  - over 20 000 students
  - about 3 300 staff members

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Background

- Universities Act was renewed 2010
- the objectives of this renewal were to
  - reduce the amount of universities from 20 to 16
  - improve possibilities to react on changes in operational environment
  - diversify funding possibilities
  - enable competition on international research funding
  - co-operate more with foreign universities and research institutes
  - focus resources on top level research strategic areas
  - ascertain quality and impressiveness of research and teaching
  - ascertain role in innovation system
- this renewal made universities more independent and gave more power to single managers in the universities

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First torrent of changes

- University of Turku and Turku School of Economics were merged 2010
  - also the libraries of these two universities were merged and new library director was nominated
  - new organizational structure for the library was defined (still valid)
    - 3 discipline specific libraries:
      - library of education, social sciences, law and economics
      - library for humanities (history, culture, arts, languages and translation studies)
      - library for dentistry, nursing science, maritime studies, mathematics, medicine, natural sciences and statistics
  - personnel was involved in planning the changes
  - even though this change was announced and realized 4 years ago it caused changes and implementation of changes for years to come

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Why change is necessary

- External reasons
  - economic turndown
  - decreasing library budgets
  - general trends in academic libraries, e.g. trend to automate as much as possible
  - electronic resources have overtaken
  - changed ways or doing research, of teaching and studying
- Internal reasons
  - tightened budgets
  - University wide projects:
    - 'premises project', decline of the amount of university premises
    - review of the structures and processes of the administration

$\Rightarrow$ have impact on library work, library services and library facilities.

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Current torrent of changes

- We recognized the need to change again and decided to make the most of the situation by taking the change to our own hands. We created a vision 2016 for the library, where we, the library, define our goals and changes needed to reach the goals.

- Turku university library strategy/action plan for 2016
  = a toolkit for reshaping the library
    - strongly based on the university strategy
    - created together with participants from different roles within the university:
      - Professors
      - Researchers
      - Heads of administration (library and faculty)
      - Students' union representative

Current torrent of changes

Turku university library strategy/action plan for 2016

   =   a toolkit for reshaping the library.

• Introduces ideal operation models for the library in four fields:

   ✓   library premises

   ✓   supply of services

   ✓   skills needs and personnel structure

   ✓   internal operational processes

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Chain of changes

Starting point is the services the academic community needs in the future

$\Rightarrow$ skills and a personnel structure that can produce the service in demand

$\Rightarrow$ library premises which meet the needs of the modern library user

$\Rightarrow$ library organization which enables to create services to meet academic community needs

$\Rightarrow$ internal library operations arranged in such a way that the processes are smoothly running, cost-effective and facilitate the service effectively.

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Vision 2016: Services

The Library

- reforms and diversifies its service concept

- advances the accessibility and usability of its services

- will introduce a new service model

- use of new media

- will offer competitive expert service

- has intensified collaboration with the academic community

- does extensive marketing of the library's services

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Vision 2016: Facilities

The Library

- develops its facilities so that they correspond to the ever-changing ways of conducting research, teaching and studying

- releases facilities from previous collections to a new kind of usage by moving to electronic data

- centralizes its services to larger physical units.

  - facilities will decline with about 20 %

- may have 'multi service centers' together with other units

  - e.g. the services of Academic and Student Affairs and the IT Services

Vision 2016: Skills needs and library structure

The university community wants the Library to produce more expert services than today, a part of which should be completely new.

⇒ the share of specialist tasks in the Library has to grow

⇒ the share of traditional library professional tasks will respectively decrease

⇒ the contents of the Library's specialist tasks will be evaluated and they will be defined to be in accordance with the evolving needs

⇒ the expertise is strengthened with training, directing the resourcing anew, and with recruitments

⇒ the Library's person years have decreased each year since the year 2010 When the new University of Turku began its operation in 2010, the Library had 94 person years. The goal for 2016 is 70 person years, resulting in a deduction of 24 person years (25,5%).

Vision 2016: Internal library processes

The core process of the Library defined:

to offer information /sources of information and to convey them to the customer.

$\Rightarrow$ internal processes of the Library support the realisation of core process

$\Rightarrow$ the starting point is that the processes of the Library are always connected to the customer and are of value to him or her

$\Rightarrow$ the expert tasks are partly decentralised to campus libraries (disciplines) and part of the functions will be carried out in teams

$\Rightarrow$ the internal processes of the Library are centralized to the service unit of the 'main library', resulting in greater efficiency in carrying out the functions

By streamlining processes, resources are released for new and evolving tasks and services that the university community wishes from the Library.

Functional processes guarantee the customer a fast service of uniform quality.

The operation of the Library is efficient and economical for the university community.

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Turku University Library organization currently

Rector

Chief Operating Officer

Library Director

Management Board

Heads of Libraries and Functions:
- Head of Administration
- Heads of Discipline Specific Libraries
- Head of Library Acquisitions
- Head of Library Services
- Head of Legal Deposit Collection

Discipline Specific Library Anthropos
(education, social sciences, law and economics)
and
   - European Documentation Centre
   - Rauma Teacher Education library

- Discipline specific expert services
- Near service
- Information Service
- Research information system support services

Discipline Specific Library Logos
(humanities, history, culture, arts, languages and translation studies)
and
   - library of cultural production and landscape studies (in Pori)

- Discipline specific expert services
- Near service
- Information Service
- Research information system support services

Discipline Specific Library Protos
(dentistry, nursing science, maritime studies, mathematics, medicine, natural sciences and statistics)
and
   - ICT library

- Discipline specific expert services
- Near service
- Information Service
- Research information system support services

Main Library:
- Legal deposit collection and services
- Near service
- Information Service
- Research information system support services
- Acquisition
- Metadata
- e services support
- Interlibrary services
- Communication and marketing of services
- Library information systems
- Publishing services

- Newspaper- and ephemera services, Raisio

Other services:
- Administration, HR, F&C

Advisory Boards

urku

Turku University Library organization 2015 (draft)

Customers

Services for learning
- Customer service
- Information service
- IL teaching
- Usability services

Services for research
- Bibliometric and assessment serv.
- Research inform. system support services
- Open access and research data
- Publishing support
- copyright

Acquisition services
- Licensing, tendering
- Technical acquisition
- Incoming purchased material acceptance

Digital access and resources services
- Metadata
- Indexing
- cataloging

Library director, management and leadership, development, strategic planning, marketing, HR, administration

**University services
Rector**

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How to lead change?

- Turku university library vision 2016 was created in 6 months in 2013 as part of university wide project on review of the structures and processes of the administration
  - all agendas, memos, background material and appendices were shared in library intranet and continuously updated
  - all personnel could provide comments to working group
  - the status was shared in personnel info sessions regularly
  - managers went through the material in department meetings
  - Library director shared the final report of the vision in personnel info session
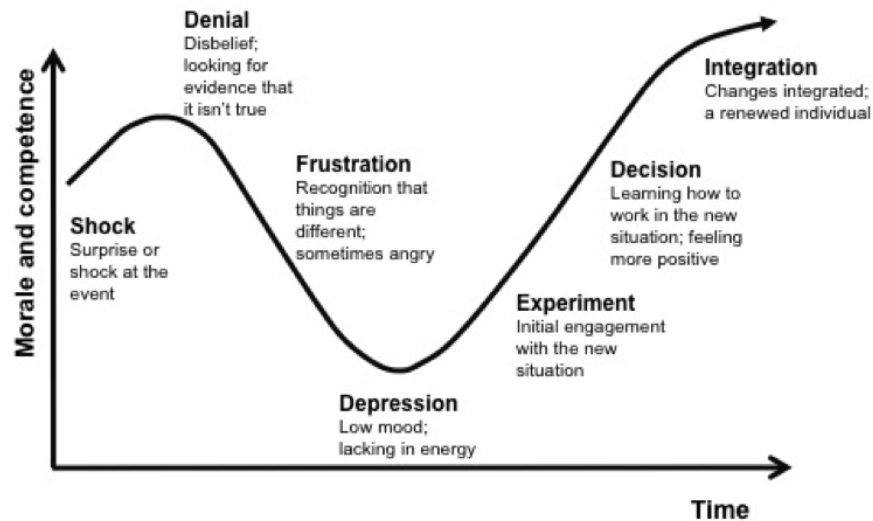
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How to lead change?

- As our vision 2016 creates strategic objectives for the library it was presented in University Board

  - University Board approved our vision without any changes
  - Rector has said that library should be used as an example for other units and functions

- as almost everything will change we understood the importance of communication and involvement of personnel

- we also understood that changes will cause many different kinds of reactions

  - the usual way how people react to changes goes from blocking, irritation and depression to acceptance, looking ahead and new motivation

How to lead the change?

The Kübler-Ross change curve

Denial
Disbelief; looking for evidence that it isn't true

Integration
Changes integrated; a renewed individual

Frustration
Recognition that things are different; sometimes angry

Decision
Learning how to work in the new situation; feeling more positive

Shock
Surprise or shock at the event

Experiment
Initial engagement with the new situation

Depression
Low mood; lacking in energy

Morale and competence

Time

- different ways to communicate can be applied in different phases in change acceptance process

- as reaction to changes happens in individual level it's demanding to plan how to communicate with individuals and groups of people in various organizational levels

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Ways of communicating change

- Ways of communicating change
  - materials shared openly in library intranet
    - everyone can familiarize themselves and provide comments also anonymously
  - personnel info sessions
    - information sharing
    - answers to questions and comments from personnel
    - 'grill session' for library management board
  - development days
    - information sharing and processing
    - pair discussion, group work, commenting

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Ways of communicating change

- Ways of communicating change
  - department meetings
    - materials discussed, questions answered, comments collected
  - library director's visits to department meetings
    - Information sharing, possibility to ask and comment
  - private meeting times
    - each manager encourages to book private meetings for discussions
    - Library director has booked times when she's available for private meetings for all personnel

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Communication

- first development day of this torrent of changes was held on December 2013 for the whole library personnel
- the topic was change in general and our changing tasks
  - external consultant opened the occasion with presentation 'changes in work – threat or opportunity'
  - personnel was divided into groups and the objective was to list tasks of different functions (e.g. customer service, metadata, acquisition, expert services)
  - all groups rotated and commented other groups' materials
    - commenting continued in library intranet

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Communication

- library director shared draft version of the new organizational structure (teams and tasks) in personnel info session in May 2014

- second development day (May 2014) for the whole library personnel was organized on new organizational structure, teams and tasks

  - personnel was divided into groups and the objective was to answer to following questions:

    - What are the tasks of the team?

    - What are the interfaces of the team?

    - What will change?

    - Are team structure and responsibilities meaningful?

  - all groups rotated and commented other groups' materials

    - commenting continued in library intranet

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Communication

- library management team went through all the received comments and categorized them based on the content and divided those:
  - questions which can be answered immediately
  - questions for new teams to think and solve
  - questions for library management group to think and solve

- library director shared our timeline of changes (what will happen and when) and processed comments (see above) in personnel info session in September 2014
  - 'grill session' for library management group

Communication styles

- when we thought of communication styles we needed to remember that library management is in different phase of the change curve than the personnel
  - this is called the motivational gap and is one of the biggest communication challenges in organizational change projects
- communication styles
  - at the beginning: information and communication
    - information shared at the same time to all
    - 'live sessions'
  - next phases: emotional support with different methods
    - 'what's in it for me', motivation
    - formal and informal methods, e.g. meetings coffee table discussions
    - repetition – again and again
  - following phases: guidance, direction and encouragement

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Communication styles

- two main lines in change communication
  - factual process, managerial process
    - keywords: efficiency, quality, productivity, measurement
  - 'sensemaking process', leadership process
    - keywords: motivation, meaningfulness, commitment
- these lines are connected with dialogue

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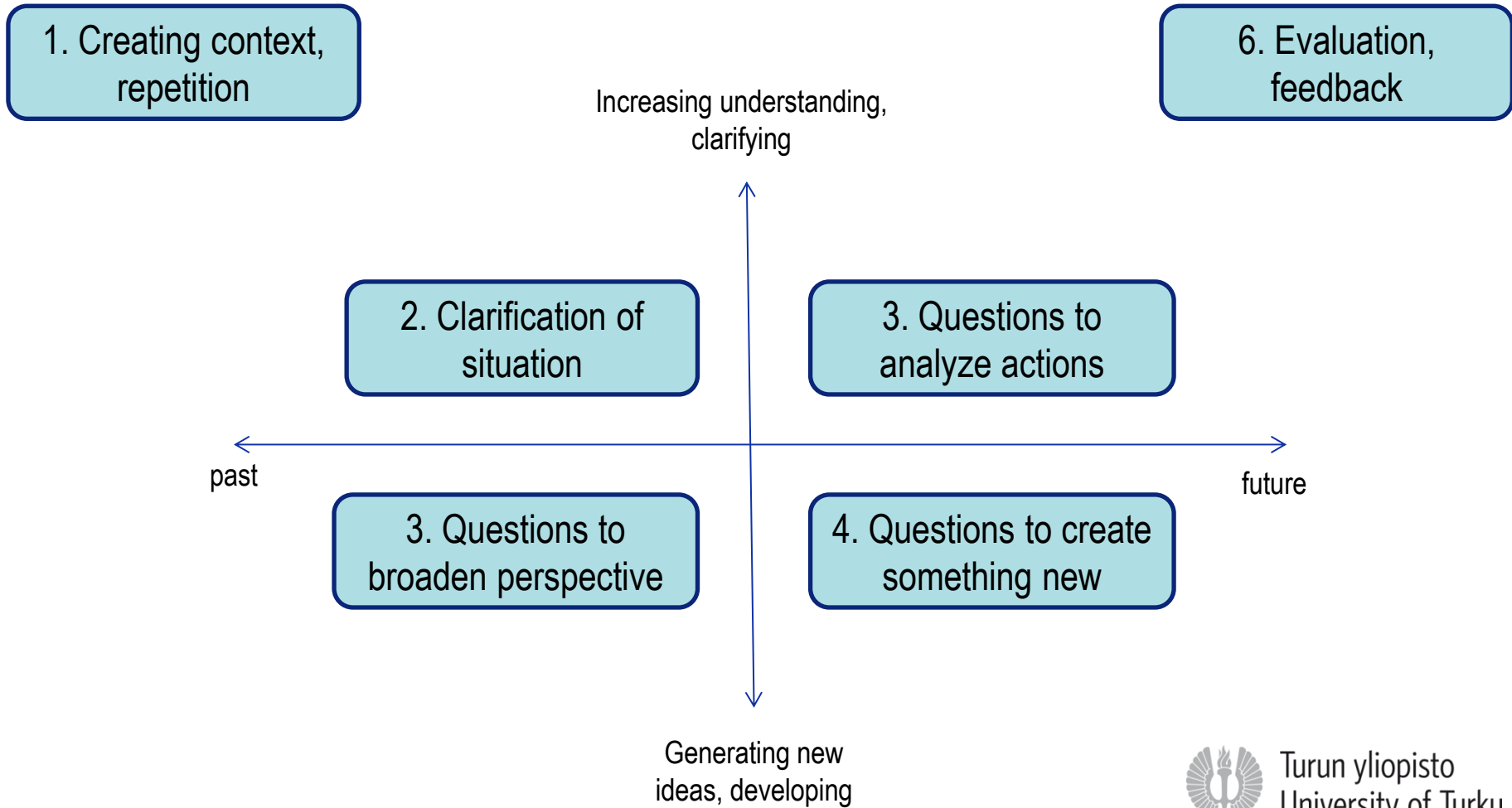
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Communication and motivation

- Communication and motivation
  - why we'll change, why change is necessary
    - reasons, options
  - timeline for changes – what will happen and when
    - continuous updating, providing details when available
  - 'What role do I have in the change?'
    - early adopters, change agents
  - collecting feedback, understanding what causes worries or resistance
    - effect to communication (what, how)
  - how changes affect to individuals
    - what will happen to me?

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Working with dialogue

1. Creating context, repetition

6. Evaluation, feedback

Increasing understanding, clarifying

2. Clarification of situation

3. Questions to analyze actions

past

future

3. Questions to broaden perspective

4. Questions to create something new

Generating new ideas, developing

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Communication and motivation

- presence, listening and understanding are essential at every phase
  - managers need to be present and available, listen and understand
    - change affects everyone, 'you are not alone'
    - understanding is not necessarily agreeing
  - managers' involvement
    - understanding, but not getting involved too much
- well-being
  - staff's capacity to cope
    - identifying needs for e.g. external help from occupational health care
  - library management's capacity to cope

Next steps

- finalizing of the organization structure
  - teams, tasks, man-year needs
  - job descriptions
- pilots, e.g. rotation in customer service
- all personnel will be interviewed
- after nominations, new 'managers' and team leaders will start planning of new functions and teams
  - also processes and working procedures will be checked
- new organization starts functioning in the beginning of 2015
  - all are responsible
  - feedback, evaluation, changes if needed

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Conclusion

- you can't communicate too much

- change starts from yourself
  - understand reasons for change
  - commit yourself to changes/goals
  - if you don't believe in it, who'll believe you?

- be clear and logical in communication
  - if some issue or detail is not yet clear/decided, it is an answer as well

- be sensitive, use your antennas
  - understanding reasons for reactions
  - deal with silence also
  - make changes to plans when necessary

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Thank you!

- Questions? Comments?

- And if later, please contact
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