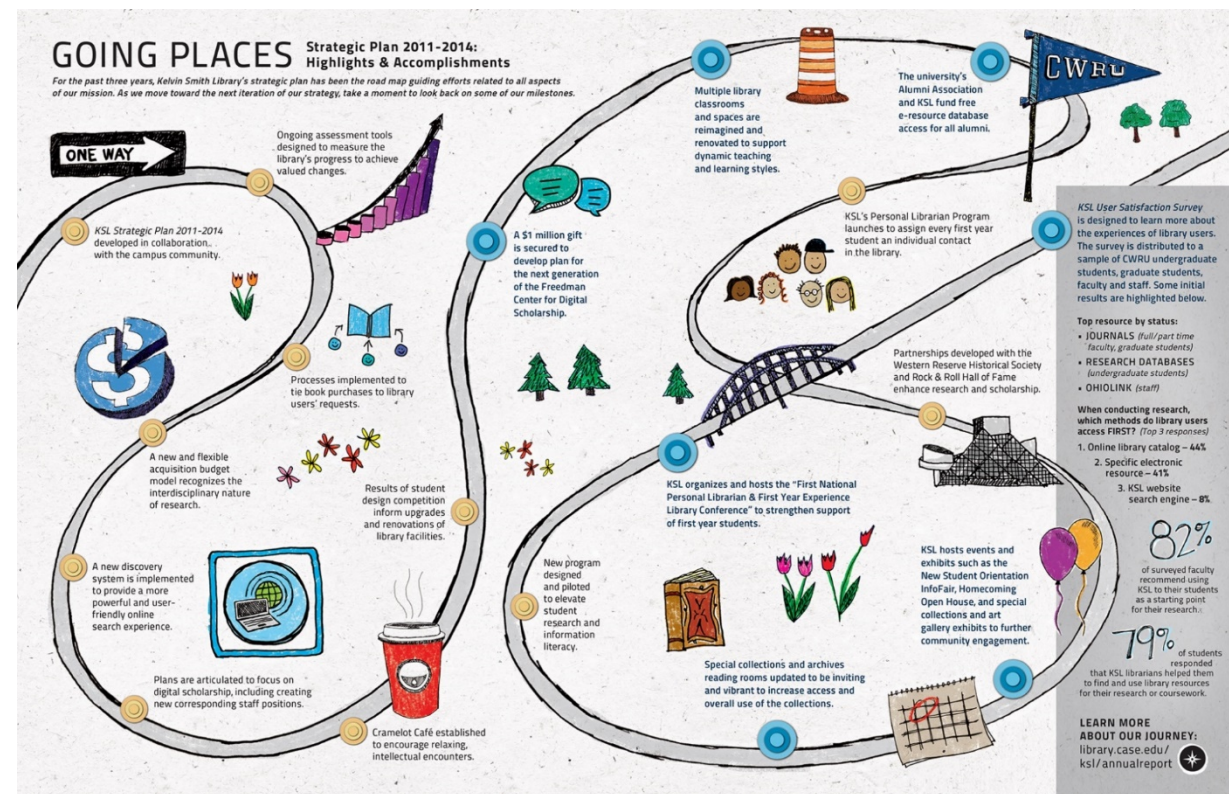


The 13th Annual Library Leadership Institute
**Leading the Next Generation
Research Library**

Xiamen, China | 24-28 April 2015



Session 2:
**Understanding and
Managing the
Environment**



Note: the slides appearing in the version of this presentation may differ from the actual slides used during the Institute

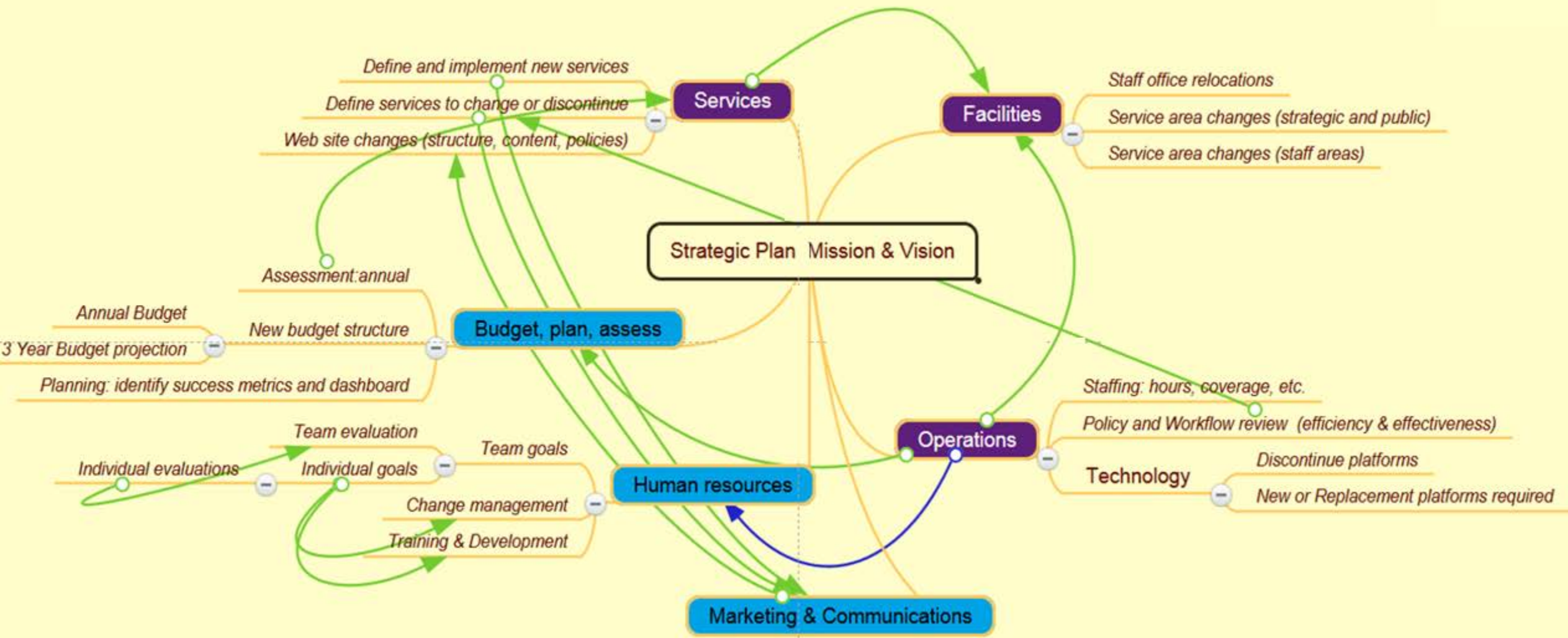
Session 2: understanding and managing the environment

- becoming an effective strategic leader and planner
- separating true real trends and threats from fads
- scanning the environment to develop the plan
- a few current trends
- conducting a SWOT analysis

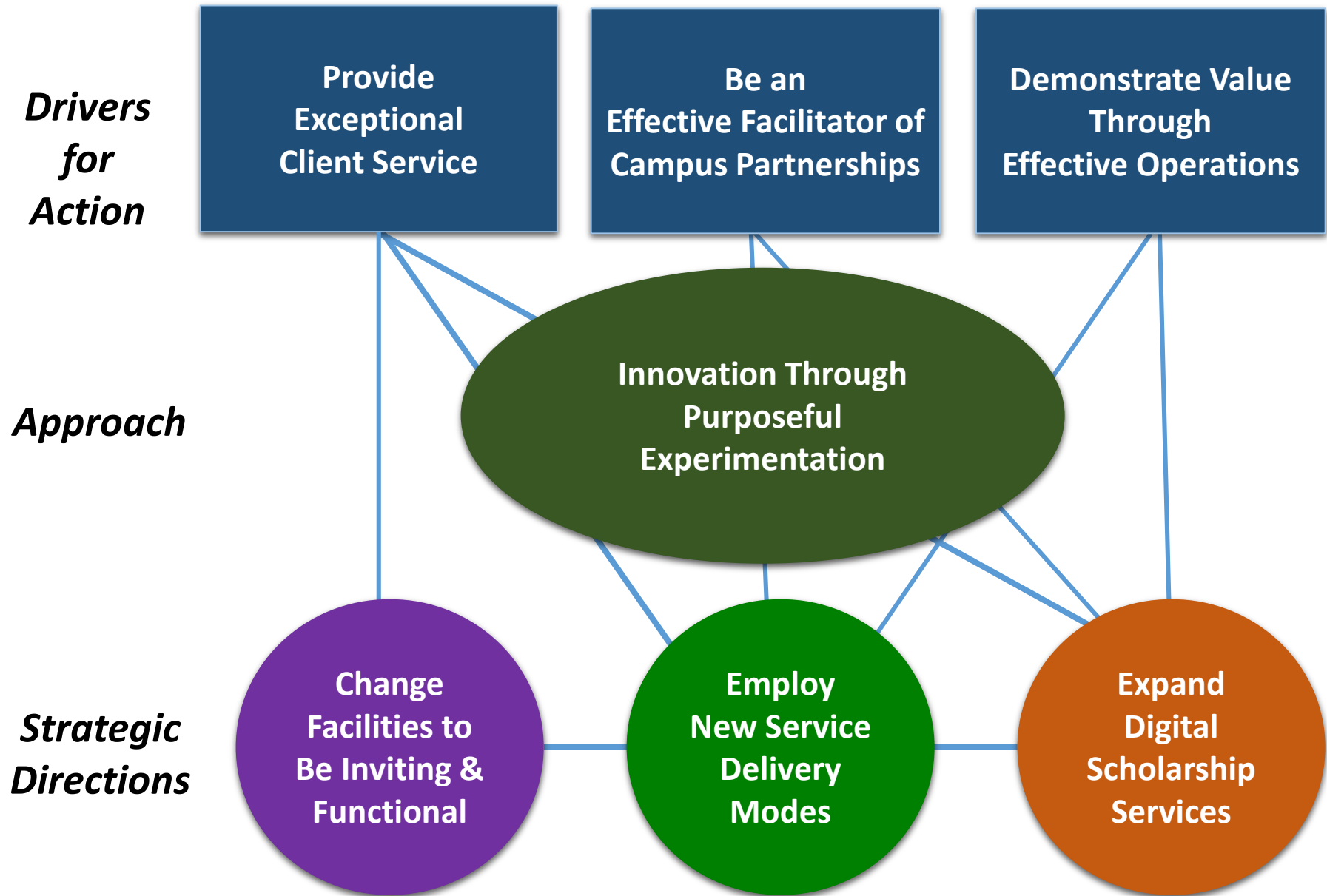
Case Western Reserve University INSTITUTIONAL BACKGROUND



achieving strategic change is complicated.
today we will discuss how to get to success.



Example:
A mission-based value proposition



As a leader, ask yourself these questions ...

- What is the **most creative change** you introduced as a leader?
- What is the **boldest decision** you made as a leader?
- What is the **most timid decision** you made as a leader?
- Which decision would you **like another chance** to do things differently?
- Of which decision that you made are you **most proud**?
- Whom have you **mentored** in your career? How did that person develop?
- What do you think **others will most remember about you** as a leader?
- For what do you **wish to be most remembered** as a leader?

What is strategic leadership?

A leader who leads *strategically*!

Strategy

noun strat·e·gy \-jē\

A **careful plan** or method for **achieving** a particular **goal** usually over a **long period of time**.

The **skill** of making or carrying out plans to achieve a goal.

Examples

- They are proposing a new *strategy* for treating the disease with a combination of medications.
- The government is developing innovative *strategies* to help people without insurance get medical care.

Strategic

adjective stra·te·gic \strə-tē-jik\

Necessary ... [for the] **initiation, conduct, or completion** of a strategic plan.

Of great importance within an **integrated whole** or to a **planned effect**

the challenge:

Compelling Vision [strategic plan]
+ *Constant Focus* [execution]

= *Strategic Leadership*

Vision

- creativity
- Perspective: what is important?
- prudent risk taking (stretch + faith)
- realistic expectations

Focus

- organized planning & execution
- consider alternatives
- revise based upon experience
- pragmatism
- patience



Strategic Planning: An Overview

In a changing world

changes in how ...

- students learn
- society behaves & interacts with technology
- universities define themselves
- knowledge is created and disseminated
- scholars engage in research

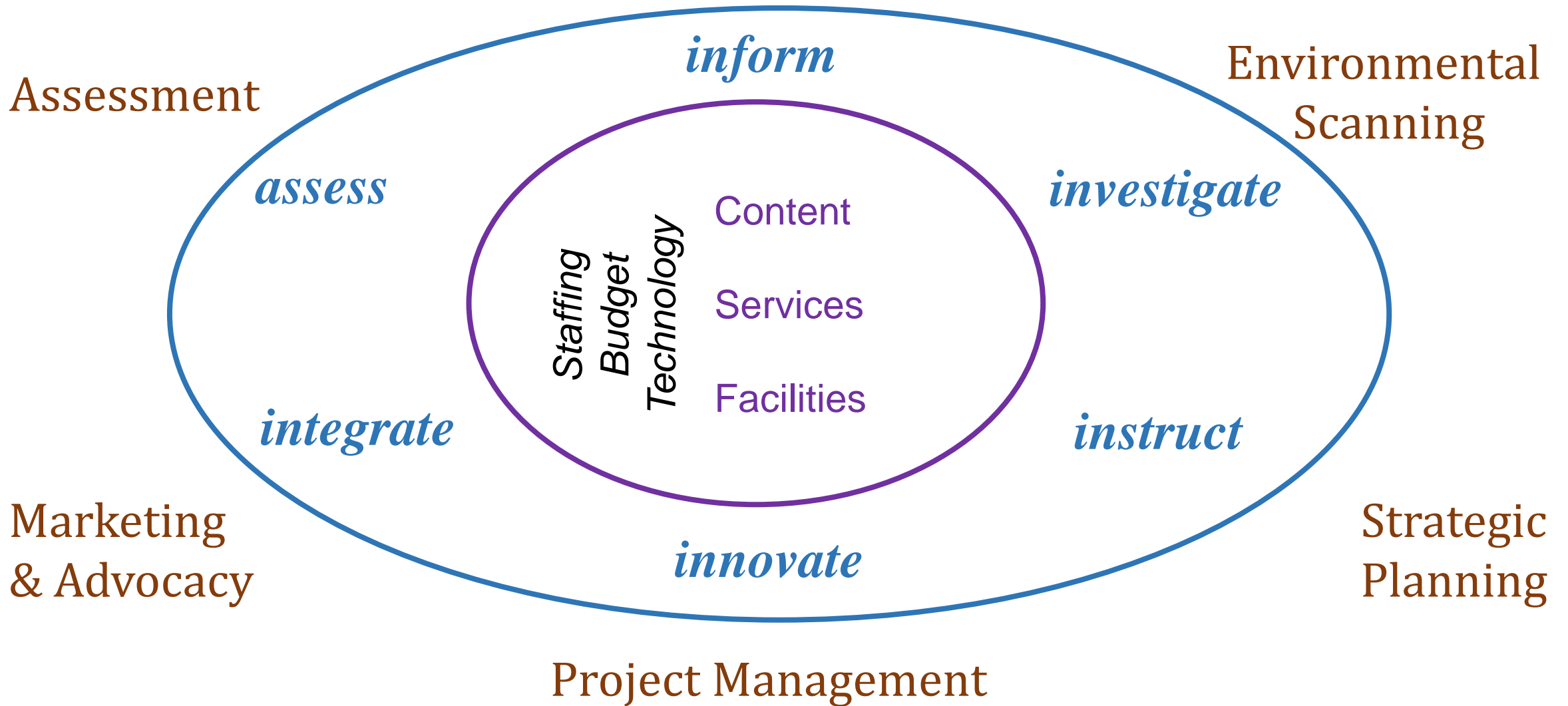


... is driving changes in library

- content
- services
- facilities

as leaders, how do we change the organization?

Strategic Planning Context

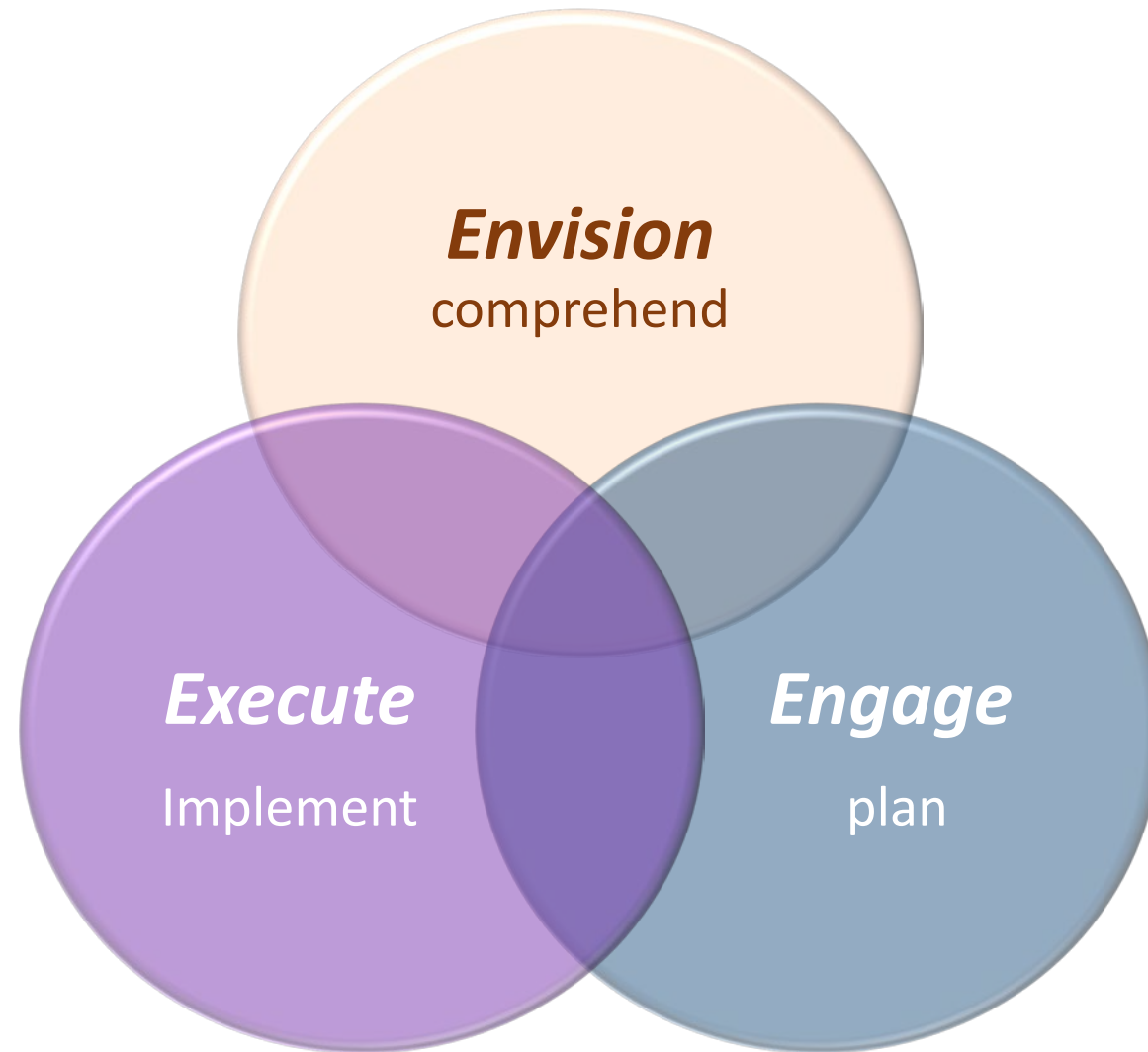


why plan?

- Assess current core competencies, strengths, weaknesses, opportunities, and threats
- Predict changes and respond to trends
- Achieve intentional organizational transformation
- Engage the community around a compelling organizational mission, vision and set of goals
- Allocate limited financial and human resources toward key priorities
- Establish accountability: success metrics and assessment
- Communicate organizational plans beyond just the chief executive

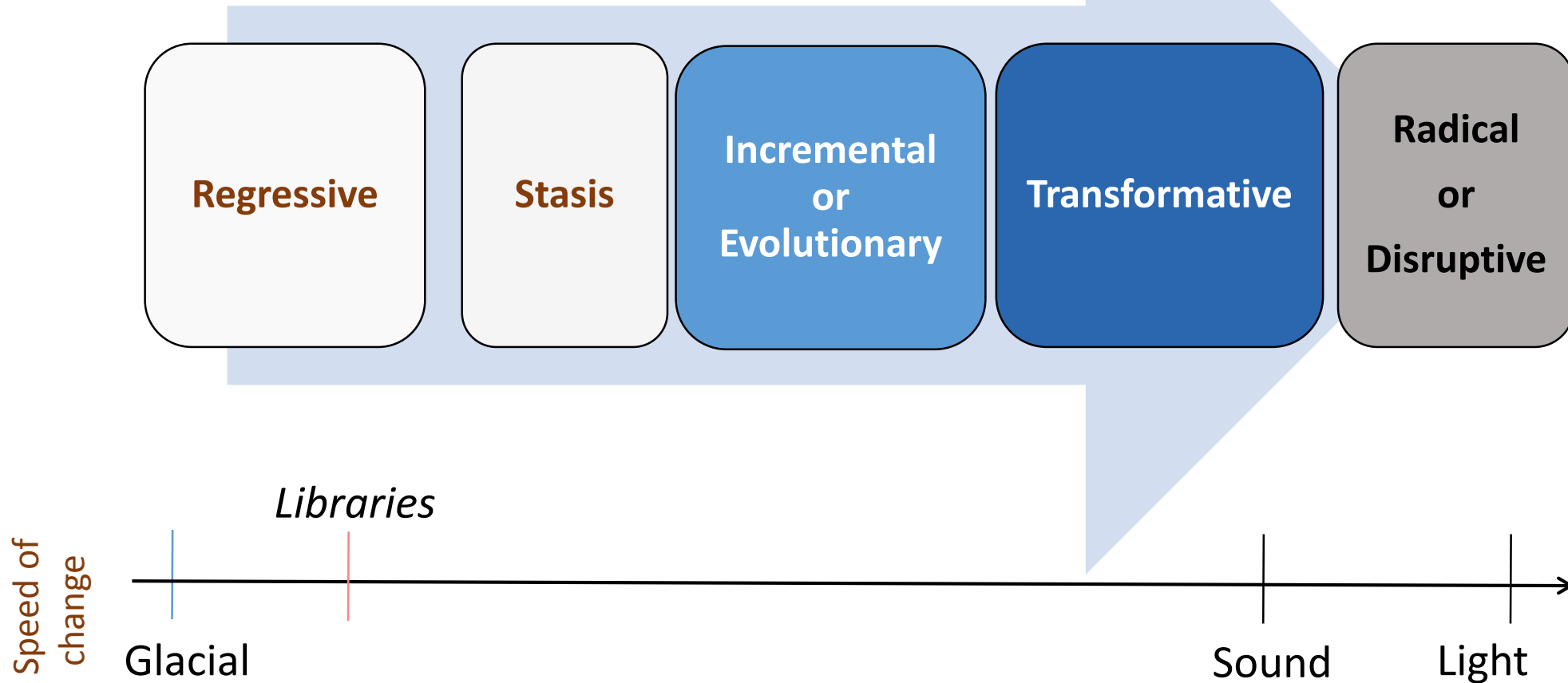
the process

*all three steps
must remain in
harmony*



the strategic imperative:
to build a
culture
of
agility
and
innovation
through
planned experimentation
and
continuous assessment

the pace of change:
moving from old to bold



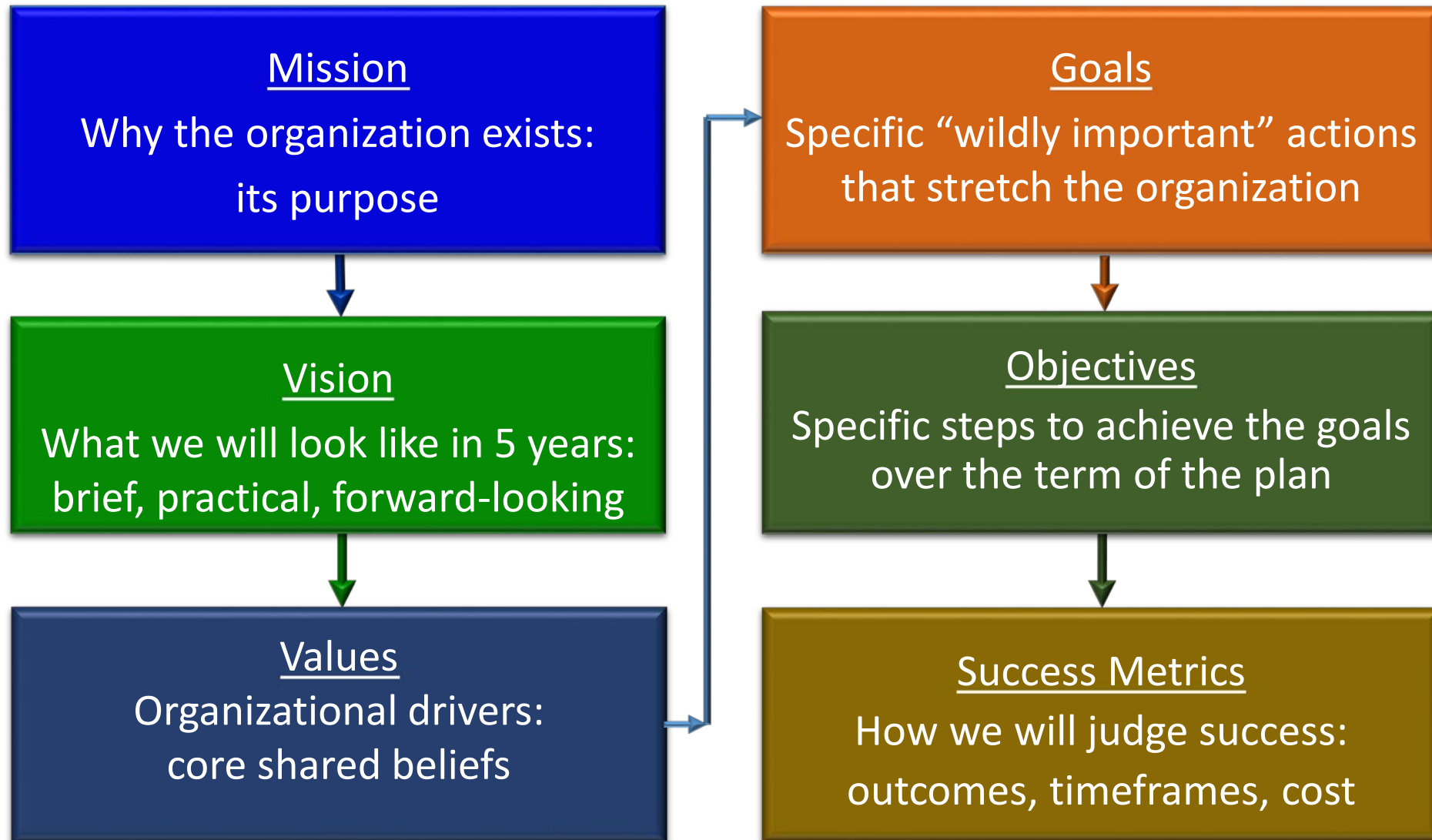
the planning challenge: how to avoid the creative roadblocks of conventional wisdom (“*woe is us*”)

information overload
inadequate discovery systems
unsustainable pace of change
need more money, people and technology
libraries are on the road to irrelevance

remember: exploration is about the journey,
not just the destination

a process to unlock creative ideas

Task identification	Define the desired outcomes <i>“I wish we could ...”</i>
Idea generation	Identify possible solutions: turn questions into ideas <i>“I wonder how to ...”</i>
Idea selection	Select from the possible ideas the ones that would achieve the best outcome for library users
Idea development and action plans	Identify positive steps to overcome perceived obstacles <i>“Maybe we could ...”</i>
Action plans	State the initial steps needed to move from idea to action



planning & execution: process overview

gather information

Environmental Scan
Relate Library to the World (SWOT)

strategic plan

Vision, Mission, Values
Goals and Objectives

implementation & operations

Assign Responsibility
Success Metrics
Resource Realignment

Assess outcomes & achievements

Org. Redesign
Staff Goals
Operating Plans

Assessment

Things to remember for a successful planning process

Culture eats strategy for breakfast *[quote attributed to Warren Buffett]*

inclusive processes involve the community to develop a collective vision and comprehensive direction

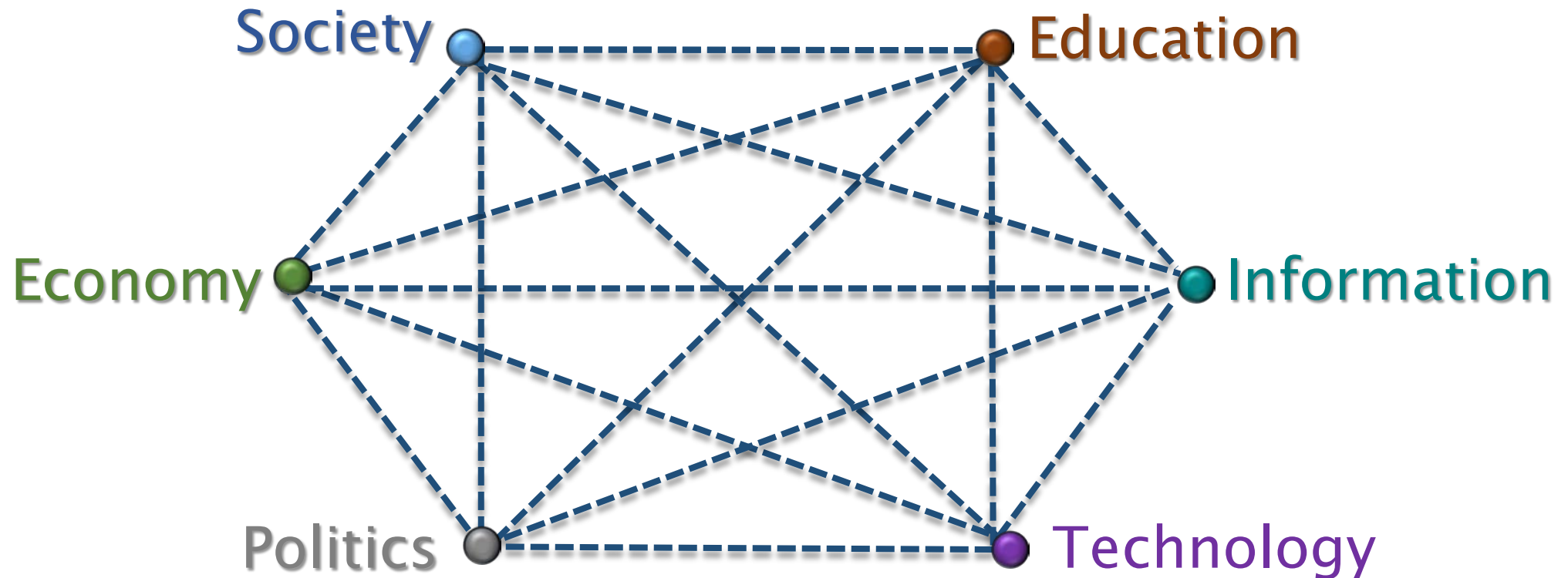
great goals can be ruined through poor execution

strategic plans should be flexible enough to enable you to seize and incorporate unanticipated strategic opportunities

Scanning the Ecosystem

Environmental / Ecosystem Scan

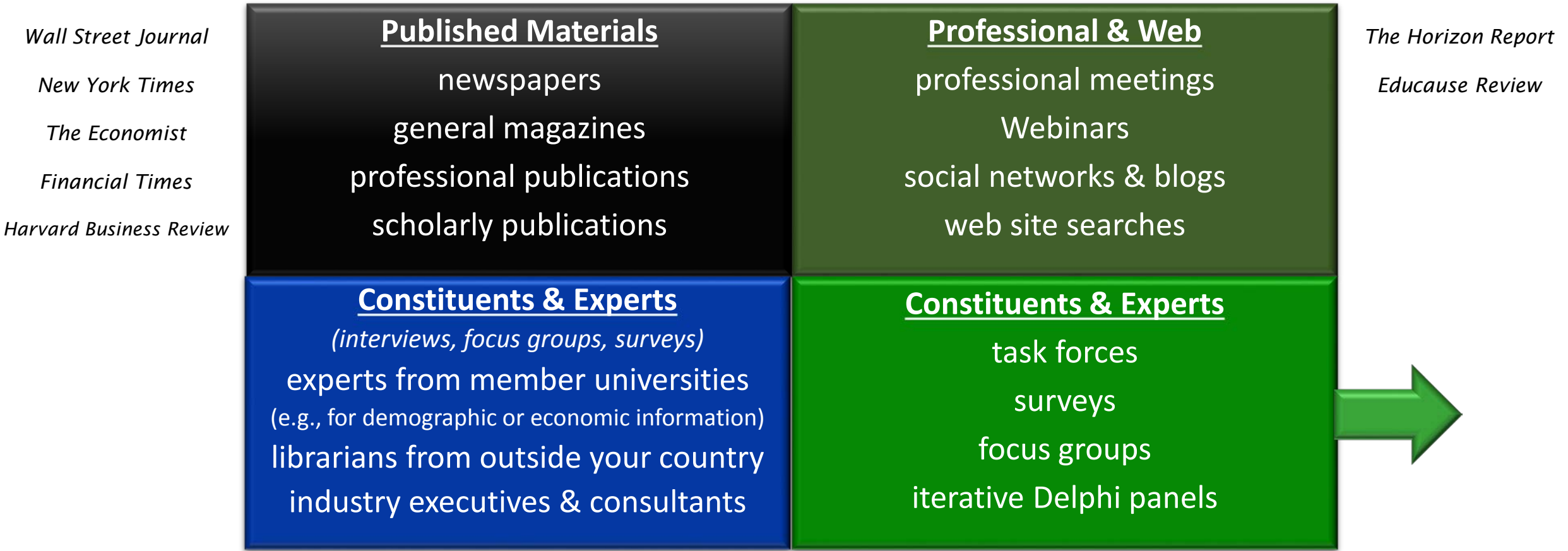
changes that may affect the library in ...



trend analysis worksheet

Topic	Trends	Implications for my organization
Society (demographics)		
Education		
Information content		
Technology		
Politics		
Economy		

where to find trend information?



overview: constituent research tools

Tool	When to use this tool	Limitations of the tool
Surveys	<ul style="list-style-type: none">• Seek quantitative data: breadth, not depth• Information known by a group• Track longitudinal data vs. benchmark	<ul style="list-style-type: none">• No dialog, no follow-up responses• Need expertise to construct survey• Deep data analysis: need statistical expertise• Open-ended replies difficult to code
Focus groups and interviews	<ul style="list-style-type: none">• Seek qualitative data: depth over breadth• Explore topics or perceptions, compare options	<ul style="list-style-type: none">• Data often not quantifiable• Need a well-trained facilitator or interviewer• Large time commitment• Interviewees not objective
Delphi panels	<ul style="list-style-type: none">• Experts are available• To select action from among a few options	<ul style="list-style-type: none">• Experts may not available• May be costly to administer

interviews and focus groups: sample questions

- tell me about your current research projects
- which library services have been most valuable or most in need of improvement – and why?
- what new services would be most useful?
- what current services no longer are of sufficient value and could be cut back or eliminated?

library ecosystem: overarching issues

“Trying to reform the contemporary university is like trying to get on the Internet with a typewriter, or like riding a horse to the mall.”

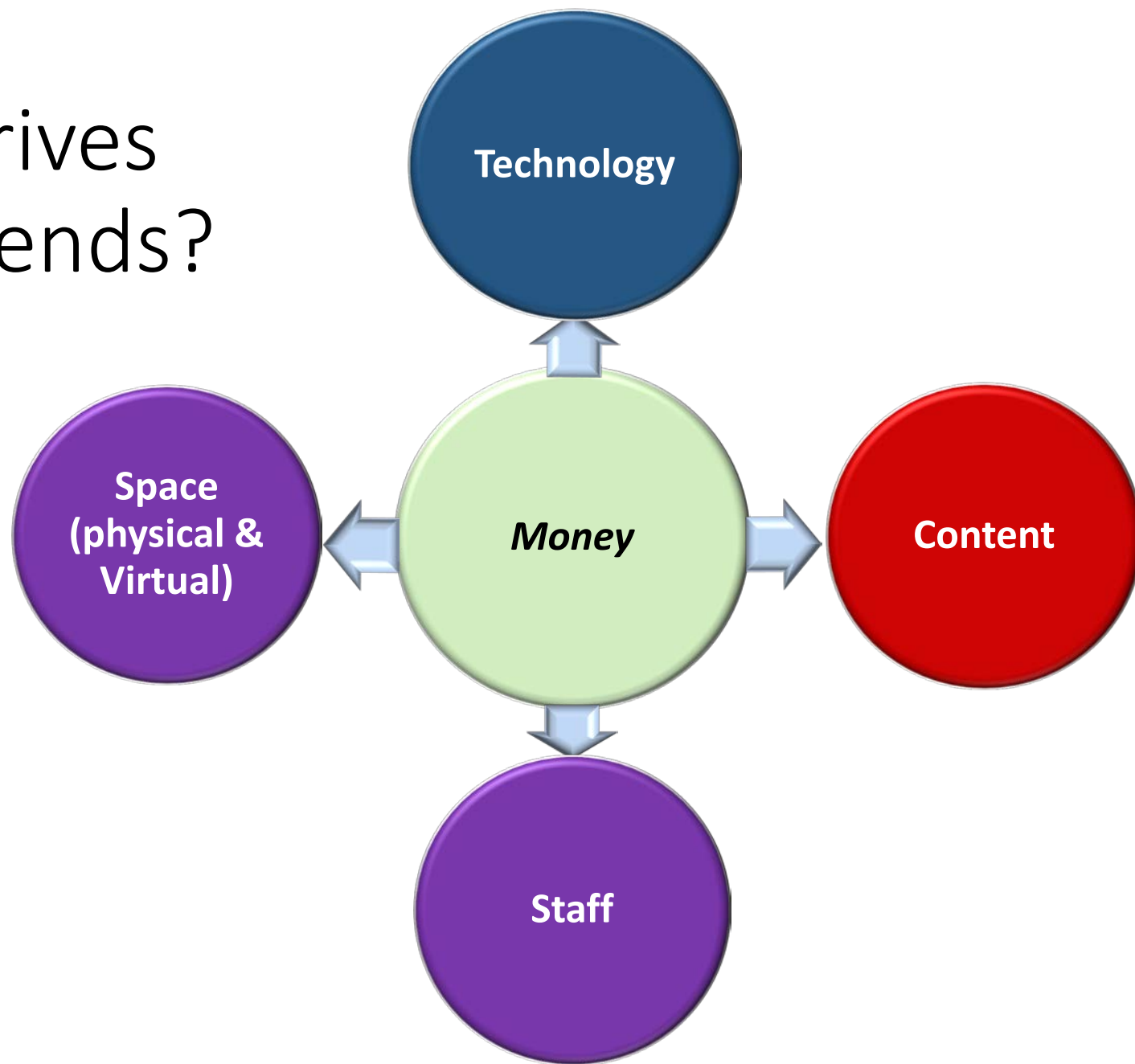
– *Louis Menand*

how will people learn in the future?

how will or should scholarly research change?

how will knowledge creation and dissemination change?

what drives library trends?



Effective Forecasting: Understanding the Ecosystem

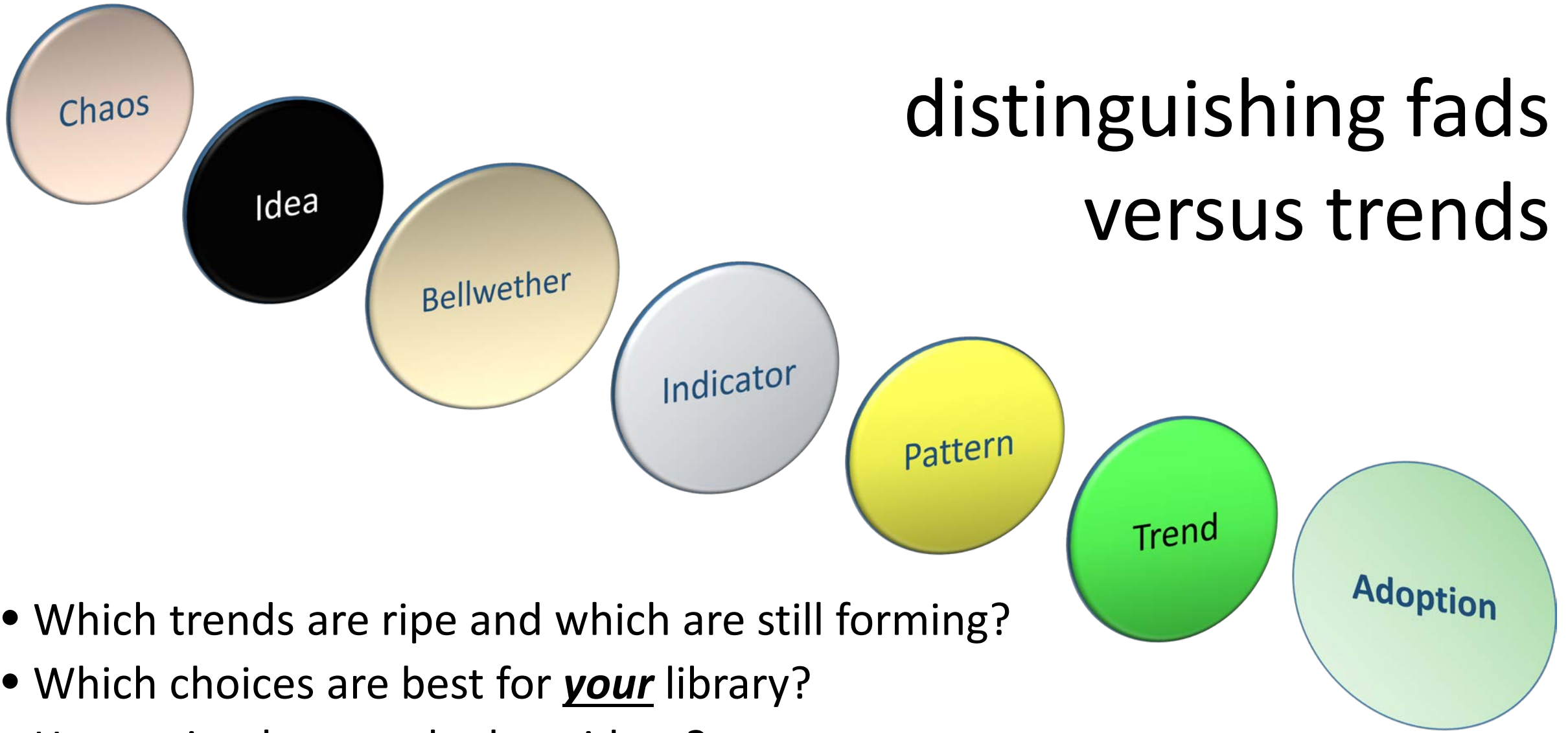
Speculative Timeframes

prediction accuracy decreases as the timeframe increases

Short term
(1-5 years):
Knowable

Medium term
(6-15 years):
Imaginable

Long term
(16-25+ years):
Futuristic



distinguishing fads versus trends

- Which trends are ripe and which are still forming?
- Which choices are best for **your** library?
- How to implement the best ideas?

Fads versus trends: *the limits of predictions (from 2011)*

http://www.nytimes.com/interactive/2011/12/06/science/20111206-technology-timeline.html?_r=0

fads or trends

OCLC Research 2010: the state of research libraries *has anything changed?*

Operations are marginal to institutional and national research priorities

Current processes and services ignored or undervalued by clients

Staff activities are driven by legacy professional concerns, not user needs

Incremental revision will leave the library with only the vestigial values of its book-determined legacy. It will look the same, but everything will have changed.”

-- Michalko, Malpas and Arcolio.

“Research Libraries, Risk and Systemic Change.” (OCLC: 2010)

fad or trend: Association of Research Libraries

Planning Timeframe: 2033

- Information lens: from knowledge service provider within the university to collaborative partner within a rich and diverse learning and research ecosystem
- Open symposium: intimately engaged in and support the full life cycle of knowledge discovery, use, preservation, and sharing in diverse contexts related to the university's mission
- Meta-Library ecosystem: collectively leverage and mobilize individual assets toward group advancement of learning, research, and societal impact

Do you agree or disagree with these assumptions?

What are the planning implications for your library?

environmental scans should not be generic
you must do your own research and filter the
results through a lens of what is relevant to
your organization!

trends: society

in your country, what is the ...

	Today	20 years from now
Percent of population <ul style="list-style-type: none">• Under 20 years old?• Over 20 years old?		
Literacy rate?		
Percent who are college educated?		
Other demographic factors?		

content trends

powerful discovery layers
dig data (zetabyte-scale)*
digitization (commercial & by libraries)
open learning, textbooks & publishing
intellectual property/copyright
demand driven acquisitions
e-book platform expansion
scholarly social networks (Orchid)
open, technology-enabled peer-review

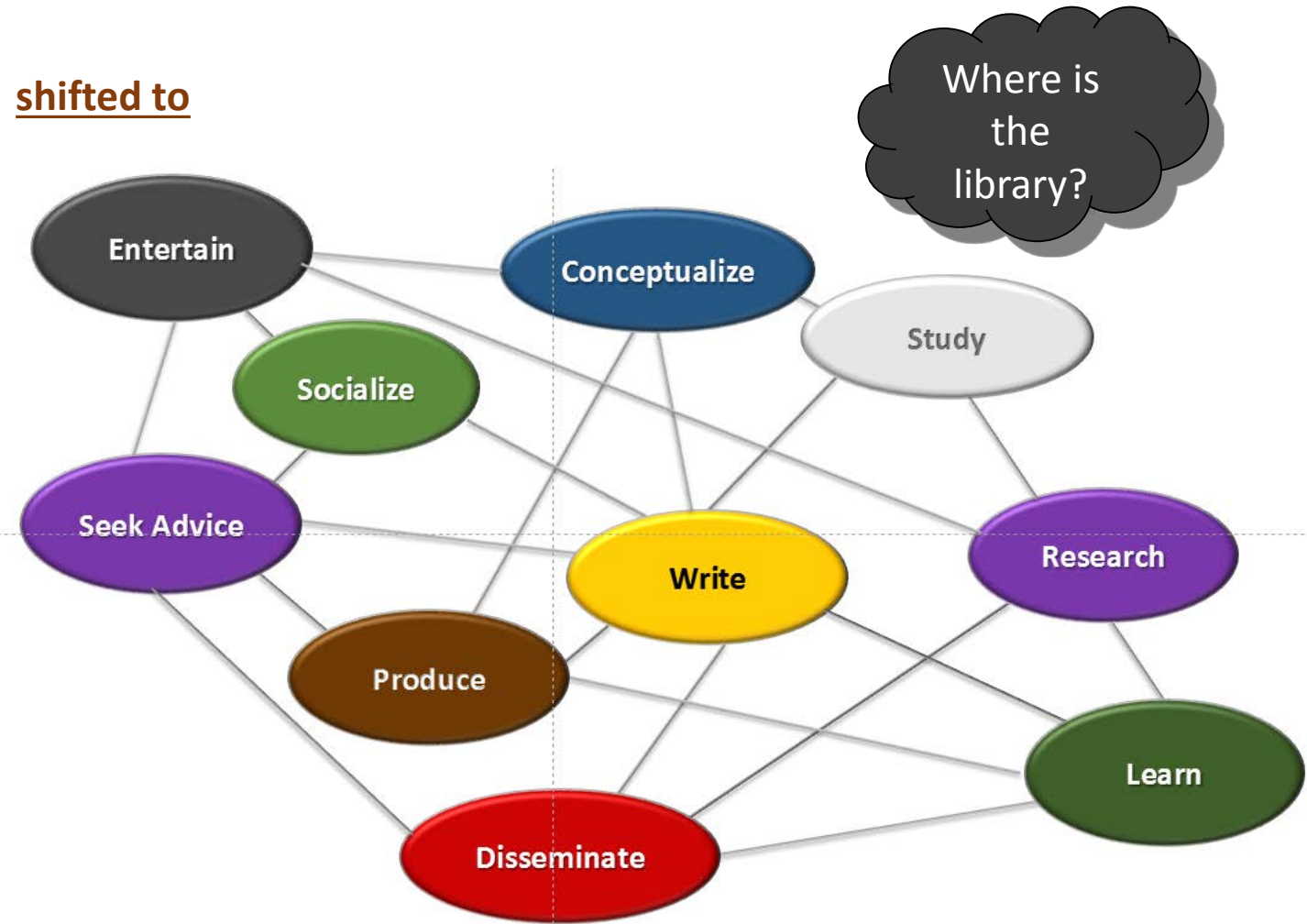
* 1 billion terabytes

current trends: content discovery *research patterns – from linear to synaptic*

shifted from



shifted to



technology trends

data visualization
secure transactions and privacy
augmented reality
gigabit networks & bandwidth demand
cloud computing
device mobility and app integration

app integration and seamless experiences

WeChat (Weixin in China)

- voice and video calls
- communicate with groups of up to 500 people
- send and receive money
- games
- stream licensed TV and movies

What is changing? open app integration

- + check into hotel, using app as a digital key
- + schedule doctor's appointments
- + track drug prescriptions
- + buy train tickets
- + order food for delivery
- + taxi-calling service

The Future of Apps, e.g. Facebook

“How are they going to engage? ... Wouldn't it be better if they were more of a platform, and could have users in all sorts of areas and have businesses come to rely on them?”

“To a large degree, some of these features are experimental. That's O.K. They'll see which ones will stick, and oftentimes we'll see features go away.”

--

Brian Blau, Research Director, Gartner Research.

3D scanning

Microsoft HoloLens

<http://www.microsoft.com/microsoft-hololens/en-us>

trends in education and learning

research

faculty use of library
decreasing as the primary
information gateway

learning

active learning environments –
in the classroom and on
campus

outcomes

measure success with learning
analytics & outcomes metrics

information literacy

relevance-based and self-
guided systems

Transforming Trends Into Action Through Strategic Planning

Where Does Your Library Stand Today?

For which of the items just discussed do you feel your library is:

Ahead of the curve?

In the curve?

Behind the curve?

Upon what criteria did you base this assessment?

Environmental Scan: SWOT Analysis

- SWOT = Strengths, Weaknesses, Opportunities, Threats
- An organizational compass
- Point of view: clients, not staff
- Purpose:
 - assess organizational core competencies
 - minimize weaknesses and threats
 - maximize strengths and opportunities

SWOT

Strengths and Weaknesses

Internally Driven Issues (we can control)

Human resources
Management
Funding
Services

Societal forces
Economic forces
Technological changes
Cultural / social changes

Opportunities and Threats

Externally Driven Issues (we cannot control)

	Strengths *	Weaknesses *
Internal	1. 2.	1. 2.
External	Opportunities *	Threats *
	1. 2.	1. 2.

* Refine to only 1-2 items per category

Examples

*Question: what is the #1 strength of every organization? **

- Strengths

- What does your library do best?
- How do current skills relate to the emerging needs of your clients?
- Can the strengths be quantified and compared?

- Weaknesses

- In what areas do you lack resources or competence to be effective?
- How critical are these areas to the needs of your clients and institution?
- Can changes be made readily? If not, what are the consequences

** answer: “the staff”*

translating SWOT into goals:
relating the library to the university

If your organizational strengths are...	and if the Institutional Goals are ...	then the library's strategic opportunities are ...
★	A	1
★	B	2
★	C	3
★	D	4

Strong execution is
fast, action oriented, cost effective
and requires wise and continuous ...

experimentation

improvisation

risk-taking

stewardship

Execution: How to Advance

plan strategically

assign accountability

experiment

budget strategically

conduct gap analyses

advocate for resources

collaborate

assess continuously

communicate

achieve substantial outcomes

the reality check!

After choosing your strategic directions, consider:
what potential changes in the external or internal environment could prevent us from achieving our desired goals or outcomes?

Avoid the Seven Sins of Strategic Planning

<i>Sin</i>		<i>Virtue</i>	
Sloth	Fail to plan	Implement a planning process	Diligence
Envy	Fail to understand the environment	Listen and explore	Kindness
Lust	Fail to demonstrate vision	Develop effective goals that encourage innovation	Chastity
Greed	Fail to focus	Develop effective implementation strategies, structures, and reallocations	Temperance
Pride	Fail to demonstrate agility	Foster a learning organization	Humility
Wrath	Fail to establish accountability	Designate individuals or positions within the plan	Patience
Gluttony	Fail to assess level of success	Embed accountability and metrics in plan, & assess performance	Abstinence

Questions and Comments?