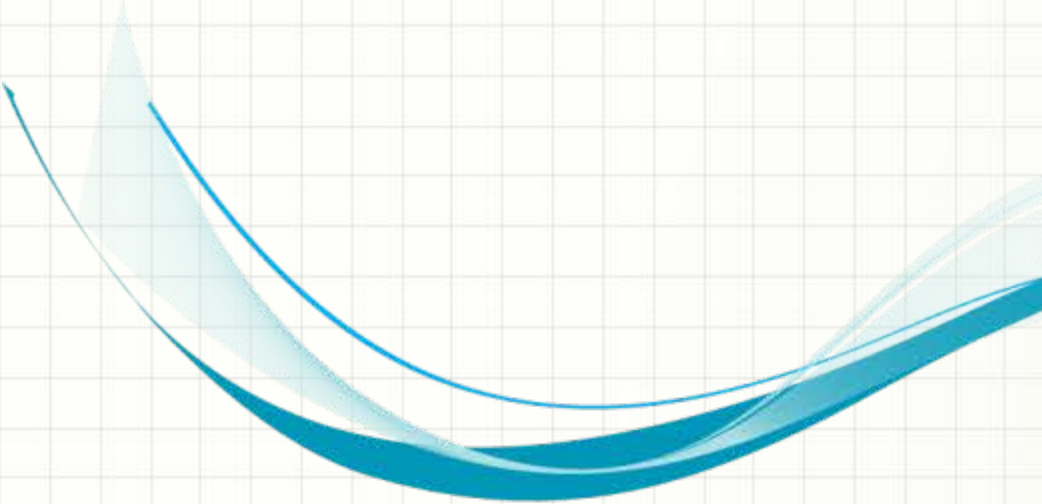




IT STARTS AT THE TOP: DEVELOPING A MOTIVATIONAL LEADERSHIP STYLE THAT MOVES MOUNTAINS

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Access Services Conference
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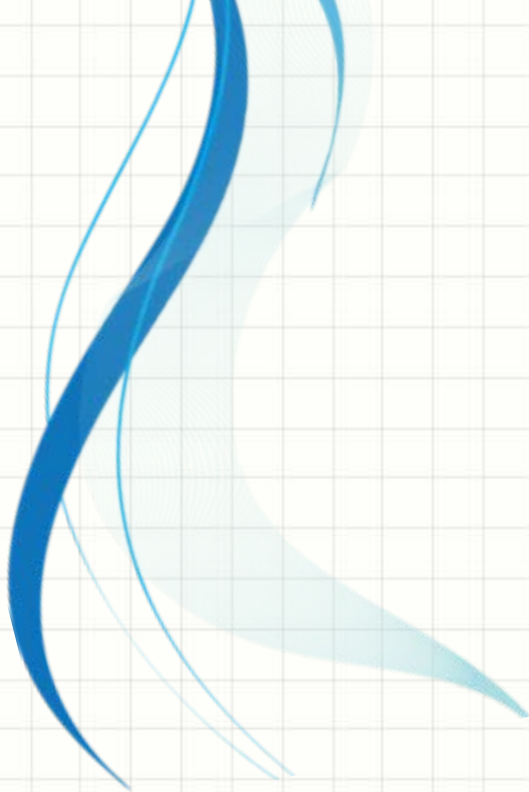
Stages of change

A decorative graphic on the left side of the slide. It consists of a thick, vibrant blue wavy line that curves upwards and then downwards. Within this blue line, there are several thinner, lighter blue lines that follow a similar path, creating a sense of motion and depth. Small, light blue arrows are visible, pointing in the direction of the curve, further emphasizing the flow.

Change Strategy



Case Studies



Best Practices



BACKGROUND

University of North Texas Libraries

Library Patrons (2015-16)*

Students	Faculty & Assistants	Staff	Not affiliated
29,882 (FTE)	2,503	2,432	3,781**

Willis Library Visitors (2014-15)***

Fall 2014	Spring 2015	Total
708,731	650,506	1,359,236

* UNT Factbook 2015-16

** Statistic from ILS

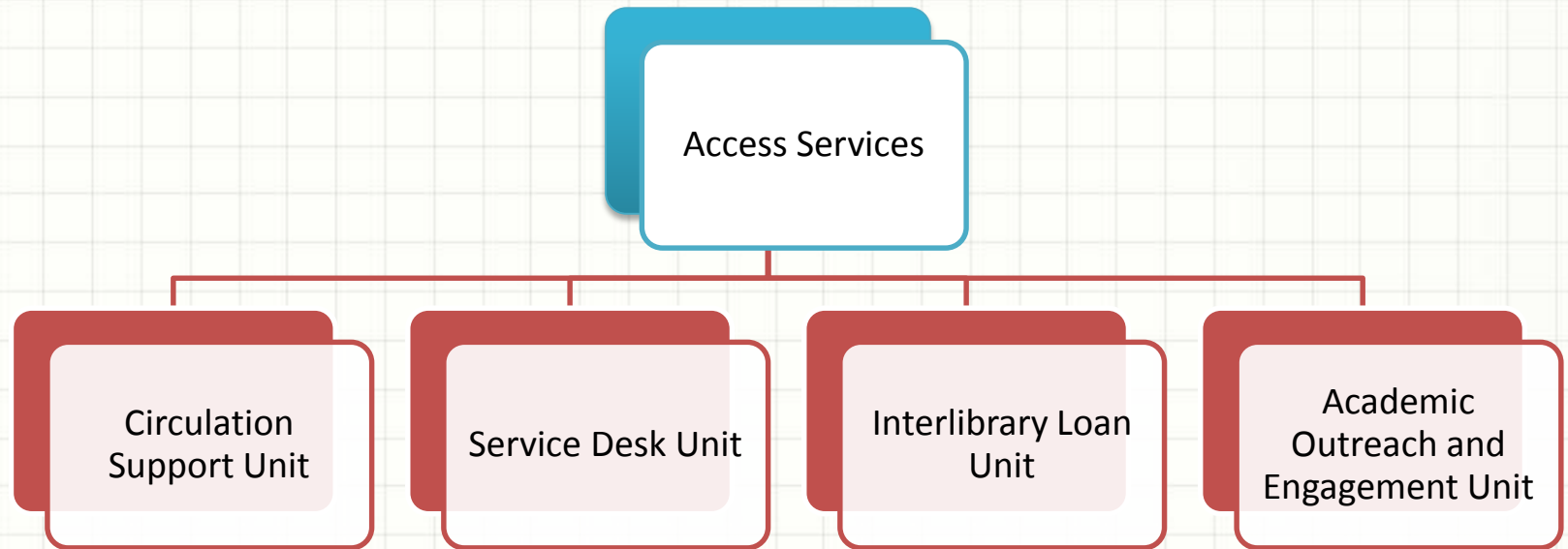
*** UNT Libraries Internal Report



Access Services Department

- Circulation
- Reserves
- Online holds
- ILL & Doc delivery
- Fines
- Stacks Management
- Reference & Research Assistance

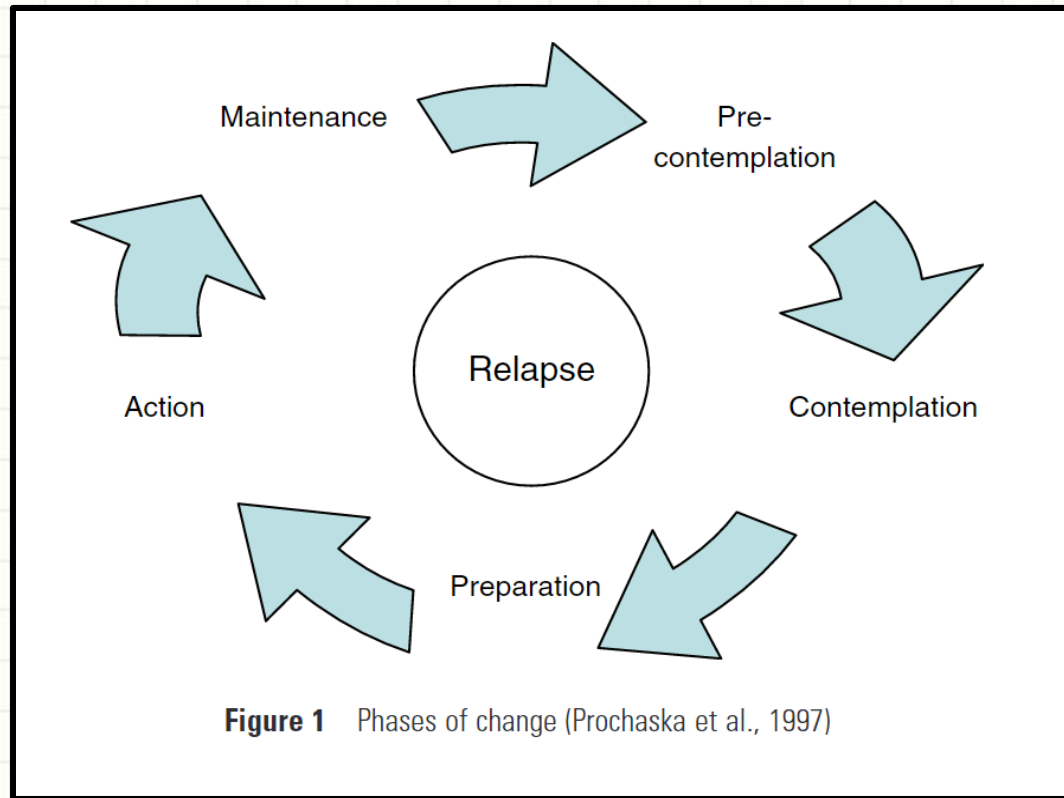
Organizational Chart





STAGES OF CHANGE


Stages of change



Flood, P. C., & Coetsee, J. (2013). *Change lessons from the CEO: real people, real change*. John Wiley & Sons.



CHANGE STRATEGY



Elements of Change Strategy

- Identify the change, resources, and roles
- Develop a road map for implementation including a timeline
- Get support from leadership
- Determine how to get staff buy-in
- Develop effective communication and feedback avenues
- Identify how to overcome resistance to change



CASE STUDIES



Case Study: New Department

- Created a new department
- Developed structure and organization
- Identified mission and purpose
- Established goals and operational plans
- Examined services and workflows
- Reviewed work space and layouts
- Evaluated staffing resources



Case Study: Assessment of Positions

- Examined workloads with staff
- Identified strategic department needs
- Reviewed existing job descriptions
- Requested an upgrade for seven positions
- Established new job titles and responsibilities
- Created units and service managers
- Allocated new work spaces

Case Study: New Services

- Combined services desk, Faculty book delivery, Research assistance/Ask Us, Outreach and collaborative activities
- Explained reasons and vision
- Communicated plans and procedures
- Listened and considered staff concerns
- Provided training and follow-up
- Monitored and assessed the changes

Projects

- Moving materials to remote storage
- Inventory of the general collection
- Record clean-up
- Book displays
- Shifting in the stacks
- Food for Fines
- Textbooks on reserve
- Cubicles and new service desk



BEST PRACTICES

Leadership

- Set clear goals
- Explain the whys of change
- Be present and approachable
- Practice active listening
- Make well-informed decisions
- Identify needs associated with implementing change
- Assess the changes

Positive Change Facilitators

- Communication strategies
 - Monthly department meetings
 - Management team meetings
 - Updates sent out via email
 - Suggestion box
 - Newsletters
- Site visits
- Department retreats

Motivating Staff


- Communicating goals
- Spending time to learn what they do
- Reclassifying positions
- Involving them in strategic planning and implementing changes
- Promoting teamwork and collaboration
- Acknowledging their success and work
- Nominating staff for awards
- Providing opportunities for professional developments



CONCLUSION

Lessons learned

- Keep staff concerns in mind
- Be prepared for set backs
- Establish reasonable goals
- Define clear roles and have back ups
- Communicate advantages of change
- Lead by example
- Be positive and decisive



Thank you for listening.
Questions?

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