Leading Change for the Next Generation of Librarians and their Users

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Values

The way to get to know me is to understand my values:

- Making a difference
- Humility
- Empathic

“A value is a way of being or believing that you hold most important.”

-Brené Brown
Abstract, what we are talking about?

Technology, public health concerns, wars, economic unrest; all create changes in our society and how libraries keep an informed citizenry.

Now more than ever, libraries must provide and demonstrate the leadership needed for their communities and venues of learning. Service expectations and needs have broadened librarianship and how we are perceived by end users.

This presentation will address the challenges that we as a profession face as we maneuver through mental health issues, financial justifications, career burnout and social anxieties, with an offer of suggestions and perceptions that will fortify leadership ideals and motivational integrity.
What does CHANGE mean?

The Process of Becoming Different

To Transform or Convert

A Transformation or Modification; Alteration
Change Languages

Emerging trends
New normal
Redefine, repurpose
Advocacy, fight
Transformation
Managing change
Trends and Changes

Collections versus services
Government driven support
Value perspectives of stakeholders
Information literacy
Technology driven change
General financial support
Library’s role in education, informed community resource
Demographics; age, learning methodologies, domestic economics
Politics and it’s impact
Recognizing the need and addressing diversity issues
Impact on the Profession

Librarian pain points
Librarians are not OK
Legacy concepts vs. future needs
User experiences and touchpoints
Tenure, value of experience, financial vulnerability
Vision for use of space
Health and wellness expectations, internal & external
Trends impacting LIS Education

Technology
Data and analytics
Learning
Demographics
Policy
Resources
Academic Library Issues

- Alternative higher education choices
- Shifting staff
- ACRL Information Literacy Framework
- Transition to Openness
- Digital education
- Ebooks
- Student data
- Leadership
Public Library Issues
ROI/Community Support

Can a library properly demonstrate return on investment?
Lib-value project

Future of the library task force
- Focus on literacy
- Fundraising
- Volunteers
- Measure impact
“Atlas of New Librarianship”
Lankes’ Fundamental Point

The MISSION of LIBRARIANS is to IMPROVE SOCIETY through FACILITATING KNOWLEDGE CREATION in their COMMUNITIES
Radical Conversations

Programming that promotes and transforms student learning
Libraries create, are special, not testing centers or supreme authority
Demonstrating conversations with community and value gained
Focus on knowledge
Tell stories of impact with students and community
EXPECT MORE
Demanding Better Libraries for Today's Complex World

R. David Lankes
Changing Roles

Gatekeepers of culture
Facilitating conversations that foster knowledge construction
Seth Godin

Seth’s Blog: The Future of the Library

*Seth’s proposal for economic shortfalls:* “train people to take intellectual initiative” to find and connect to information already out there
Pivot Points for Change

Keep the machines in your factory but change what they make
Keep your customers but change what you sell
Keep your staff but change what you do
Keep your mission but change your scale
Keep your technology but use it to do something different
Suggestions

Be Nimble
Be adaptable
Know the values
Have a plan
Communicate
Be visible
Be transparent
Be positive
Future Competencies

- Project management skills
- Facilitate learning and education
- Working with variety of technologies
- Marketing and advocacy skills
- Communication skills
- Open to working with diverse populations
- Problem solving
- Social services training
- Fundraising and development skills
- Building relationships
- Value of assessment
Education positively influences skills

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<th>MANAGEMENT SKILLS</th>
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What is Entrepreneurship?

Creativity
Innovation
Value creation
Practice-related
Teachable skills?
Discovering opportunities
Non-traditional means of employment
Hybrid Concepts

Print vs electronic
- Library 4.0
Workplace Information Literacy: A Neglected Priority for Community College Libraries

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Community and technical colleges have long been sites for educating two groups of students: those going on to baccalaureate education and those seeking degrees in vocational-technical fields. If there are specialized programs of information literacy instruction for these divergent groups, they have not been described in the literature. This article examines prior relevant literature and empirical evidence from focus groups and a survey to provide a brief outline of the vocational/technical information literacy programs in community college libraries and makes recommendations for reassessing the priority assigned to these activities.
Future Considerations

INCREASED POPULATION

LARGER URBAN AREAS
Future Considerations

ECONOMICS/TECHNOLOGY/FARMING

RETIREMENT/TOURISM
Future Considerations

CHANGING CONSUMER MARKETS

EDUCATION AND HEALTH CARE
Future Considerations

DIVERSITY

LIFE CYCLE LIBRARIANS
Become a Strategic Thinker

Get into the game

Embrace/expect contradictory thoughts and reactions

Cultivate calmness of mind

Manage your thoughts

Develop clarity of expression
50 Reasons Not To Change

I’m not sure my boss would like it.

It’s too expensive.
That’s someone else’s responsibility.
We’ve always done it this way.

It’s too political.
We’re doing OK as it is.

We tried that before.

No se puede.

This is just a fad.

Maybe. Maybe not.

We’ve never done that before.

It needs committee study.

It needs more thought.

Another department tried that.

We’re waiting for guidance on that.

It will never fly upstairs.

¡Nunca pasará!

It’s too visionary.

It’s too radical.
We have too many layers.

It’s contrary to policy.

It can’t be done.

It’s not my job.

It’s not our problem.

We don’t have the equipment.

We didn’t budget for it.

It will take too long.

It’s hopeless.

We can’t take the chance.

They won’t fund it.

There’s too much red tape.

We have too many layers.

It’s too complicated.

What’s in it for me?

It’s too radical.

They don’t really want to change.

They don’t want to change.

I’m all for it, but . . .

Me falta ánimo.

It’s too ambitious.

No one asked me.

We didn’t ask for it.

Es imposible!

I don’t have the authority.

We don’t have the authority.

We can’t take the chance.

We don’t have the authority.

We’re waiting for guidance on that.

It won’t fly.

It won’t take.

We tried that before.

We tried that before.

There’s no clear mandate.

It’s against tradition.

It needs more thought.

Another department tried that.

It’s not our problem.

It won’t work in this department.
Baggage

When things change and people don’t change with it, they are carrying baggage of non-productive energy

Developing drama around change is a defensive weapon

Focus on the mission
Culture of Accountability

From “Change the Culture, Change the Game”, Connors & Smith

- Leaders must create needed culture
- Must have a direction/goals
- It’s the culture that produces the results
- If the culture doesn’t change nothing will
- Accountability is the key
- At multiple levels
Leadership Trust

Trusted leaders:

Communicate clearly

Inspiring confidence for the future

Lead and support change
Kotter's 8-Step Change Model

Step 1: Create Urgency. ...
Step 2: Form a Powerful Coalition. ...
Step 3: Create a Vision for Change. ...
Step 4: Communicate the Vision. ...
Step 5: Remove Obstacles. ...
Step 6: Create Short-Term Wins. ...
Step 7: Build on the Change. ...
Step 8: Anchor the Changes in Corporate Culture.
Importance of Advocacy
Resources & References


http://www.oclc.org/research/events/2011-06-08.htm