

# Achieving a Library Restructure: “Are we there yet”?

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# Organisational Change



Playing Snakes and Ladders

# Overview



- What did we do?
- How did we do it?
- What have we learned?
- Are we there yet?



# What did we aim to achieve?

## A transformational change

**from** a traditional academic Library structure with a library-centric view

**to** a flexible organisational structure that encourages innovation and a client-centred approach to service development and delivery



# Why did we do it?

## START



- Feb 2003 – appointed as University Librarian
- 2003 - review of library services
- Had the advantage of a single campus and one central library
- Could not draw a workable organisation chart of the Library
- Had 120+ out-of-date individual job descriptions and Departments with overlaps in function
- Job descriptions were task-based rather than role based
- There were new strategic drivers



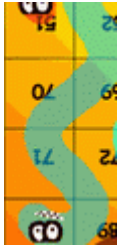


# Why did we do it?

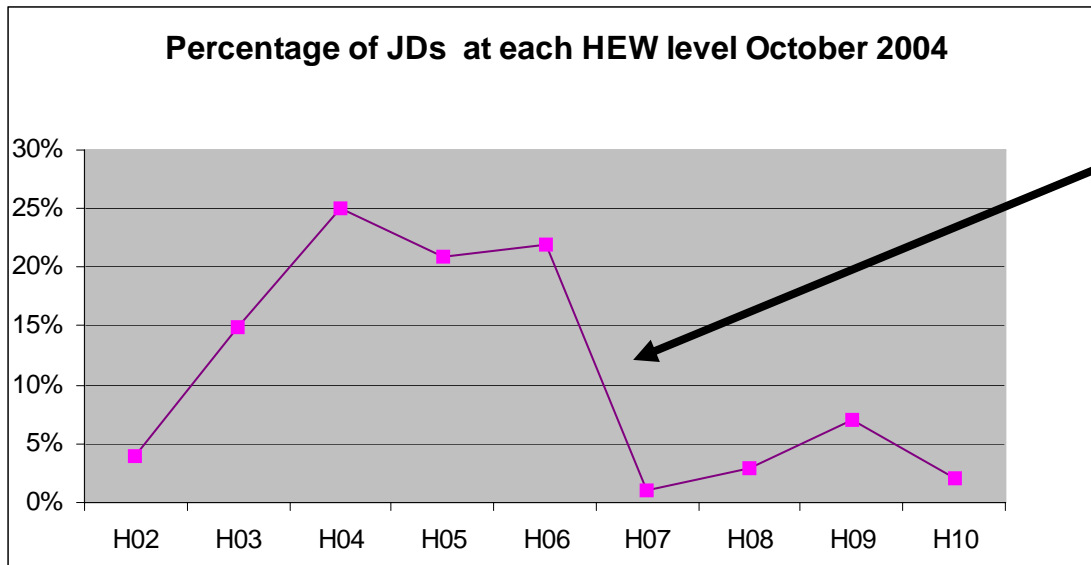
- Major strategic drivers for change were:
  - Changing usage patterns: Library usage had become 50/50 physical/virtual with over 5,000 “visits” of each kind per calendar day
  - Changing service expectations of the “Net Generation” and of time-poor postgraduate students and staff
  - Changing role: Traditional physical libraries had been set up to provide access to scarce resources – the role of library in the electronic environment is to help clients find the “right stuff” and the “good stuff” hidden amongst the overwhelming array of “stuff”



# Organisational Analysis



“The Lemming Library”



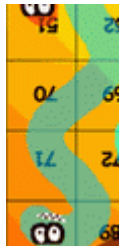
In a time of rapid change - The “doing” organisation needs to become the “thinking and doing” organisation



# Where did we start?

## PLAY

- Managing Change Clause in the MU Enterprise Agreement (MUEA) had typically been used for downsizing, not transformational change – “remember the restructure of 1997”
- Initiated Work Design in all Library Departments under provisions of the MUEA in 2003/04
- Work Design process unable to solve issues of Dept structure and overlap



# Next steps

## PLAY

- Developed a new Library Strategic Plan reflecting the key drivers and linked this to the University's key result areas of research, teaching and community engagement
- Initiated "Managing Change" across the Library under MUEA clause, using a "staged" approach
- This allowed management to write the job descriptions



# Organisational Goals



Our new organisational structure needed to facilitate:

- connection to our community to help develop a client-centred approach
- innovation and change
- development of services and resources tailored to specific client groups, delivered at the point of need
- a research approach to our own development and decision-making
- delivery of services any time, anywhere to support the “borderless” university
- “future-proofing” and multi-skilling of jobs so that staff work with both physical and electronic resources and/or services



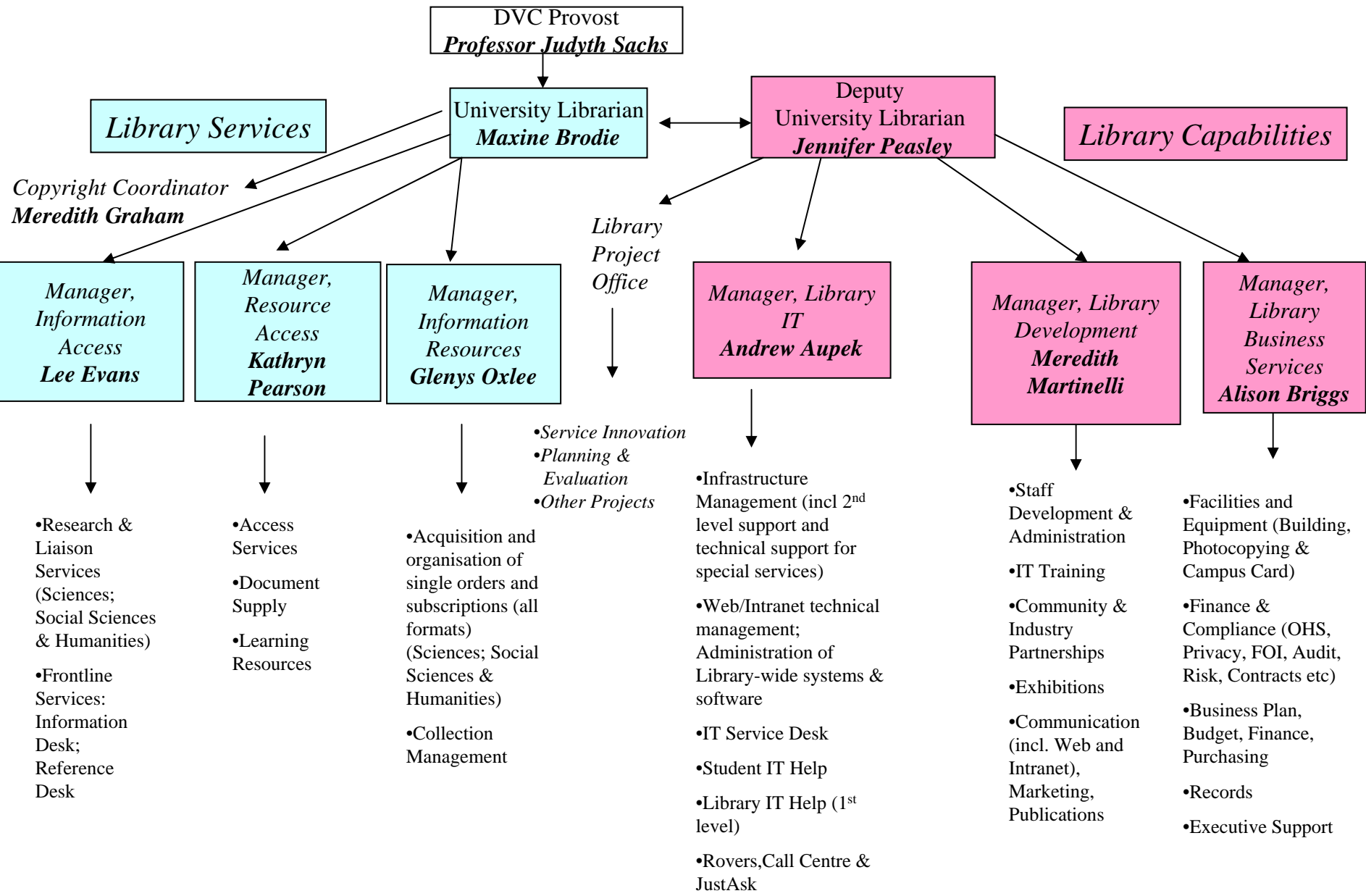
# Change Stage 1

## Dec-04 to Mar-05

### PLAY

- Overall organisational design based on the principles of the “balanced scorecard” with services supported by capabilities
- Changed the roles and responsibilities of the six Department Managers, with their involvement and agreement
- Made consequential changes to staff reporting lines, but no substantive change to jobs
- Set up the Library Project Office





## MACQUARIE UNIVERSITY LIBRARY ORGANISATION CHART

# Library Services Group



The ***Library Services Group*** comprises those functions that are our “core business”, making us a library rather than any other kind of organisation – *Information Access* (find, evaluate and use information); *Resource Access* (get access to documents in all formats); and *Information Resources* (manage the life cycle of documents in all formats). This Group reports to the University Librarian.



# Library Capabilities Group



The ***Library Capabilities Group*** provides essential support for our core business operations and would be found in some form in organisations of any size. Without these capabilities the Library cannot function – *Library IT* (client support, infrastructure and application support,); *Library Development* (staff and organisational development, communications and marketing, community engagement); *Library Business Services* (facilities, compliance, financial and risk management). In our environment these functions also provide direct client services in their own right: IT Training, Student IT Help, access to photocopying and other equipment. They also have a strong interface role with the University's central services in these areas.

The *Library Project Office* also forms a part of this group, providing us with a focus and process for turning ideas into action. This Group reports to the Deputy University Librarian.

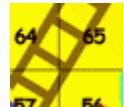


# Stage 2

## Feb-05 to May-06

### PLAY

- Each Manager developed a Change Proposal for their own Department, based on our guiding principles for the change across the Library
- Development of Change Proposals overseen by a Library Restructure Steering Committee (management, staff and union)



# Stage 2

## Feb-05 to May-06



### PLAY

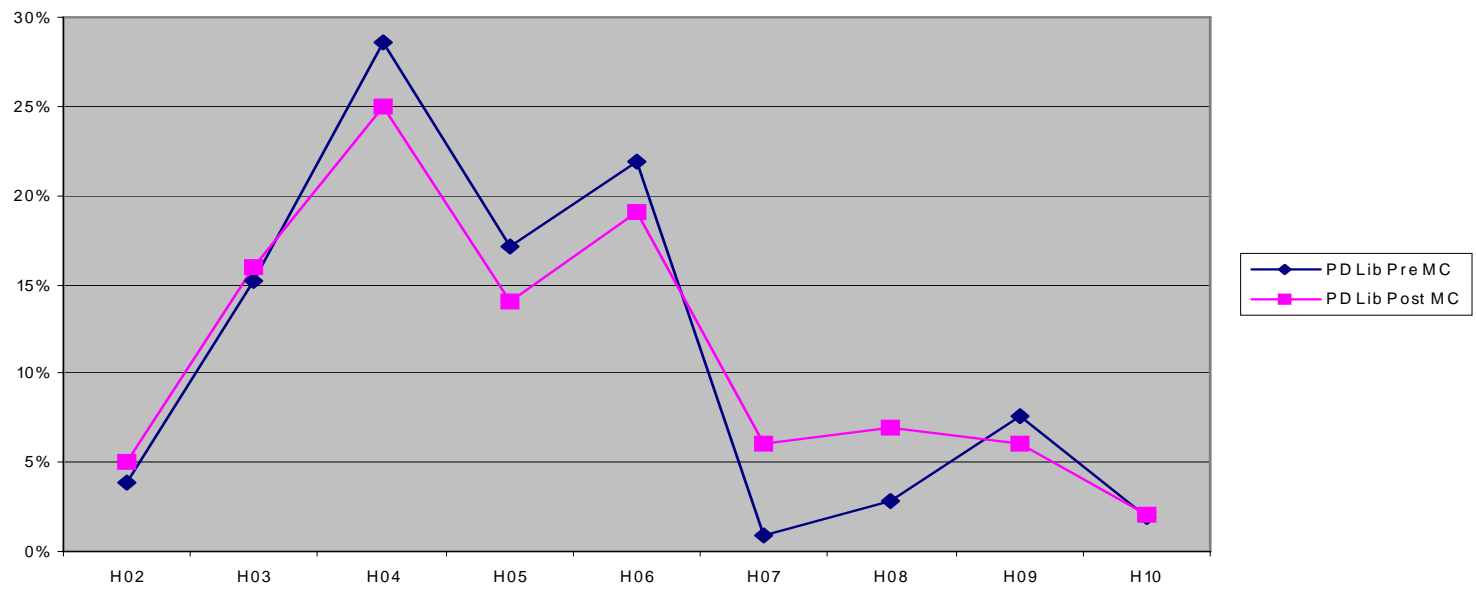
- 28 April 2006: Proposals for Departments plus overarching context document lodged after extensive consultation with staff
- 29 May 2006: Official sign-off for implementation received from DVC, HR and Unions on
- 1 June 2006: Implementation of new structure began



# Organisational Outcome



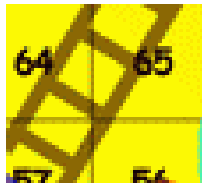
Percentage of Jobs at Each HEW Level Before and After the Restructure



The “thinking and doing” organisation



# Progress



1. 124 individual task-based JDs replaced by 58 role-based shared PDs for 124 positions, with consistency of criteria across HEW levels
2. translation of existing staff to the new structure (May/June 2006) – complete (84 positions) – only one VR – 14 staff confirmed in a position one grade higher
3. internal recruitment to vacant positions (July-December 2006) – completed (36 positions) – 24 staff moved to a higher level position and 4 long-term actings resolved
4. external recruitment to remaining vacant positions (January-June 2007) – almost complete



# Next Steps

## FINISH(?)

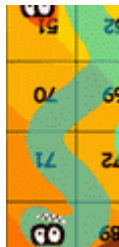
- Embed changes in annual Department and individual work plans and training plans (Performance Development and Review Pilot May-Nov 07)
- Change governance and decision-making processes



.....and sell the family silver to afford this?.....

*“You will always pay for change. You can either pay to address it or you can pay for the consequences of not addressing it. But you WILL pay...”*

Daryl Conner, Change Management Consultant



That all sounds pretty easy, right?



# So how did we do it?

Good leadership?.....

Committed staff?.....

Good luck?.....

Crash through or crash?.....

None or all of the above?.....

And why did it take so long?

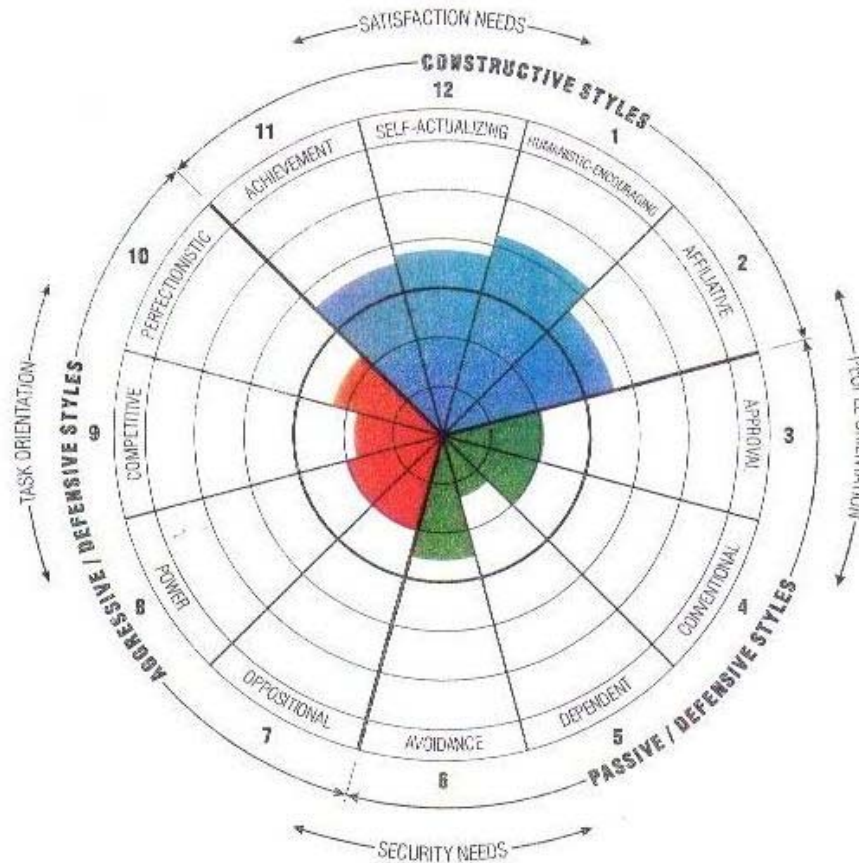


# First

## Understand your culture



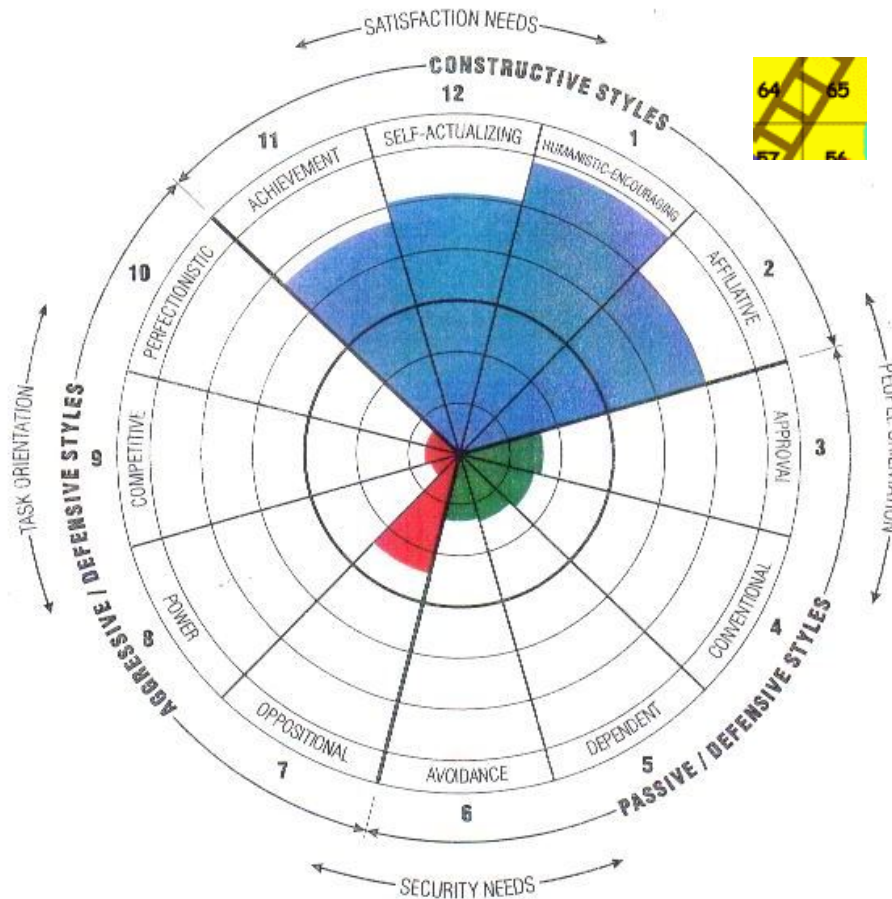
# Organisational Culture: Actual



*Organizational Culture Inventory Tool: Human Synergistics*



# Organisational Culture: Desired

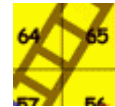


Organizational Culture Inventory Tool: Human Synergistics



# Culture Analysis

- Staff committed to a positive work environment



BUT were displaying

- Perfectionism
- Avoidance behaviour
- Interest in power



# Second

Understand yourself



# What kind of leader am I?



To me, the important elements of leadership are:

- Creed – a strong belief (based on information) in what you are trying to do
- Seed – “storytelling” - providing a vision/picture of the future
- Need – understanding that you can’t do it alone and you need to take people with you
- Heed – active listening
- Bleed – being accountable for your decisions



# Third

## Be clear about the principles guiding the change

'Would you tell me, please, which way I ought to go from here?'  
'That depends a good deal on where you want to get to,' said the Cat.  
'I don't much care where --' said Alice.  
'Then it doesn't matter which way you go,' said the Cat.  
'-- so long as I get somewhere,' Alice added as an explanation.  
'Oh, you're sure to do that,' said the Cat, 'if you only walk long enough.'

*Lewis Carroll, Alice's Adventures in Wonderland*

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# Key Documents

- Six Guiding Principles for building the structure
- Agreed Consultation Process (Aug-05)
  - Two versions of Dept Change Proposals with information sharing and feedback processes in between
- Agreed Implementation Principles (Jan-06)
  - Negotiated with University HR
- Agreed “Translation” process from old to new positions (Mar-06)
  - Negotiated with University HR



# Fourth

Have the skills and resources to make it happen: our major gap was in having the resources to write the PDs for the new structure

(High commitment, Low competence)



# What did we learn?

*Why did the process take so long?*

Culture Gaps – perfectionistic, with a strong interest in power and avoidance

+

Skills Gap – in writing the new PDs in a new format across the Library

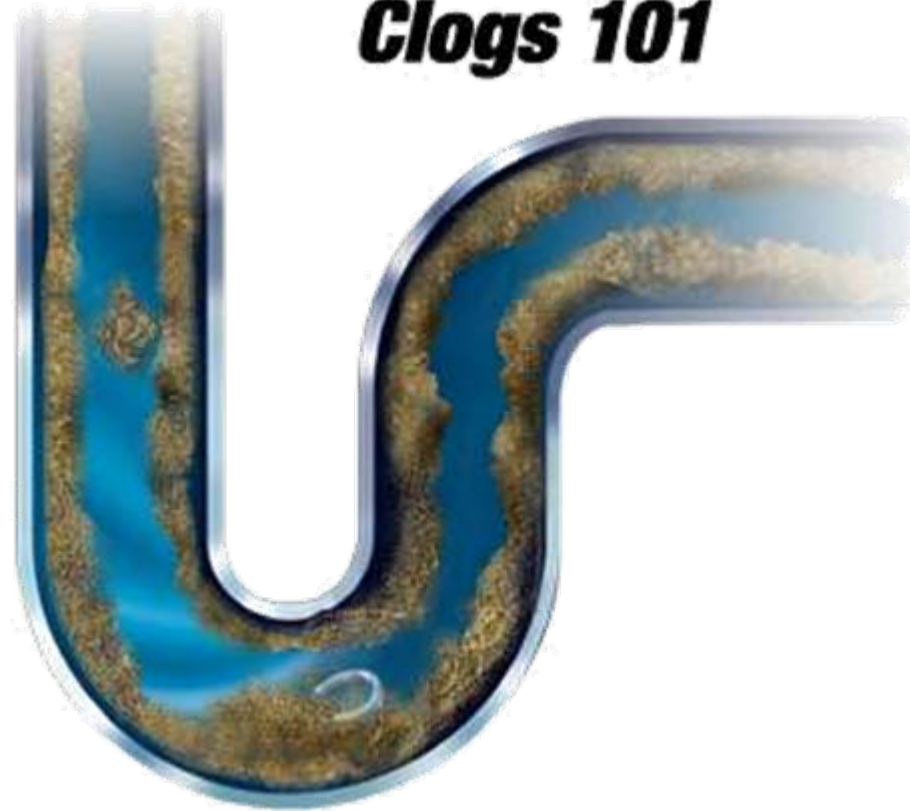
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# “Stuck in the U-Bend”

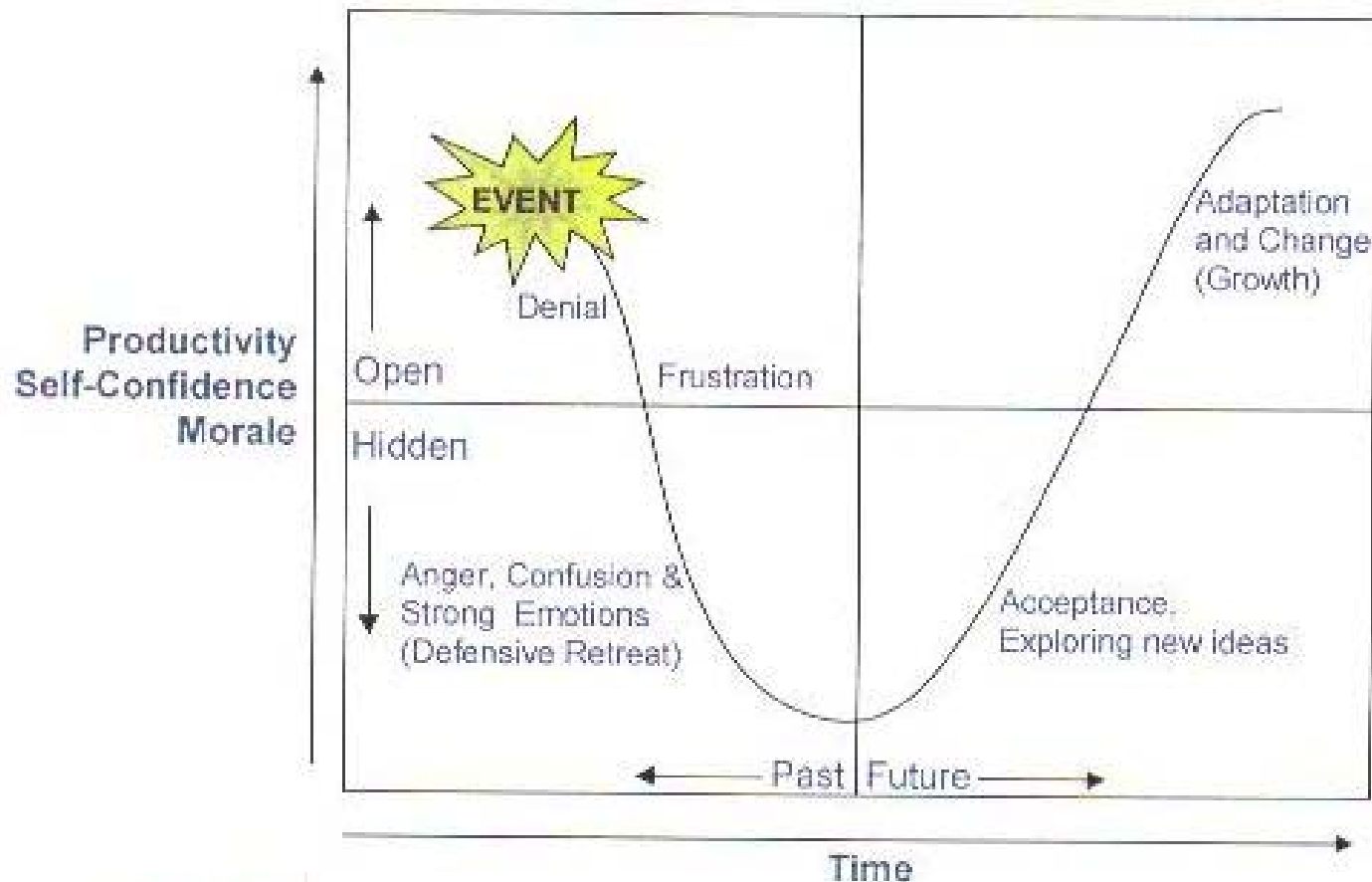


## ***Clogs 101***



# The “U-Bend” of change

Individual responses to change



# To “unclog” the U-Bend



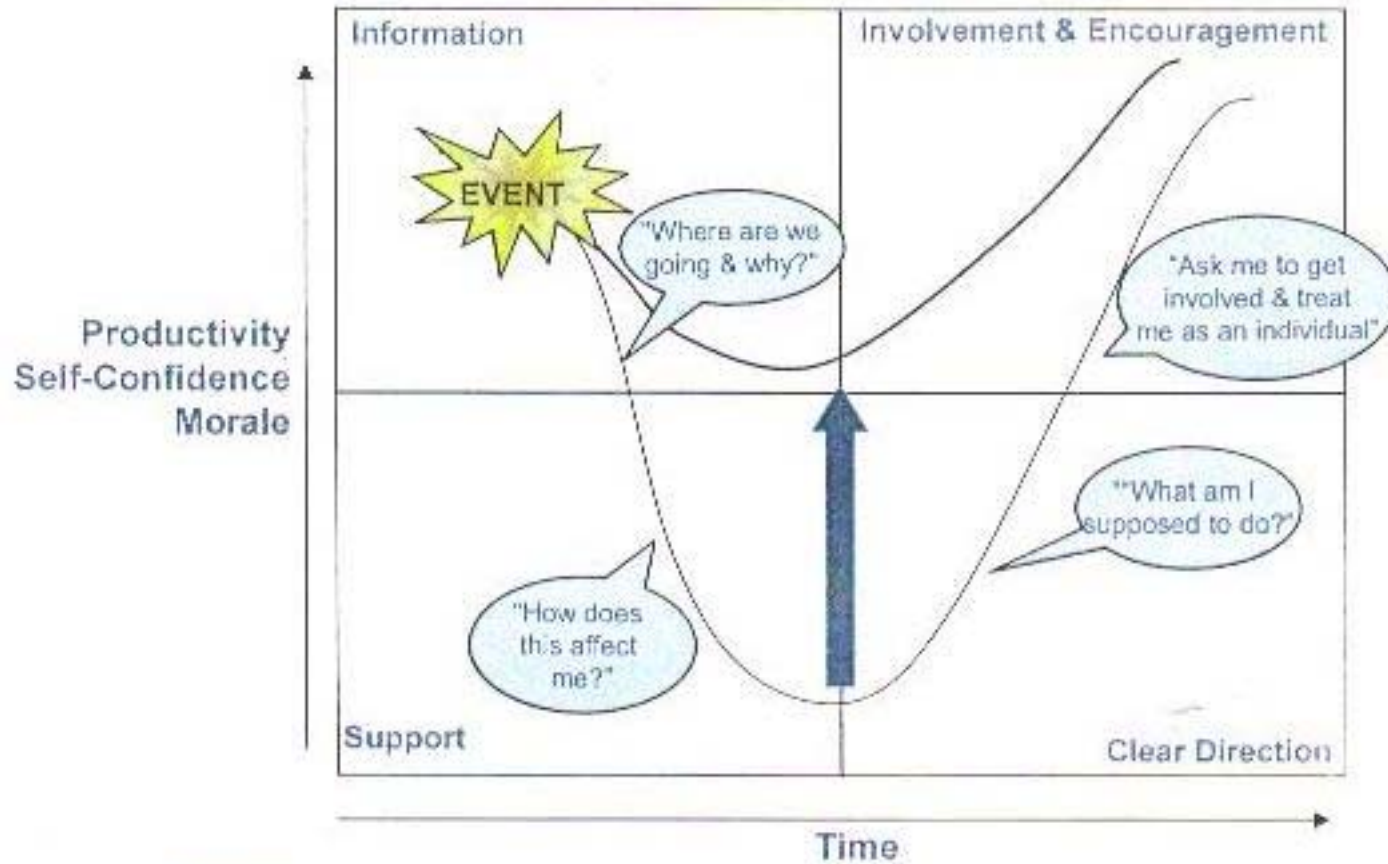
We Do Require A New Organisation!

...a strong belief in making it happen + the right skills + a focus on WIFM

We sourced external skills!



## Managing the transition curve



So, achieving organisational change is about taking the plunge



...and the plunger



# Reflections on Kotter's "Eight Steps"

1. Create a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce still more change
8. Institutionalise the new approaches



# Create a sense of urgency

*“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain of success than to lead in the introduction of a new order of things, because the innovation has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well in the new”*

Machiavelli, The Prince, 1532



# Create a sense of urgency



Hard to do in a conservative organisation? Easier to achieve with a budget imperative?

*“this library will survive any change in the management”*

Macquarie@50 – a new strategy for the University – being in the top 8 in Australia and the top 200 in the world by 2014



# Form a powerful guiding coalition



## *Engaging the right talent*

Supportive and committed middle managers and staff with a positive focus

The Library Restructure Steering Committee was an anchor not a rudder – issues of composition and team-work

Once we realised we needed help and found it, the process moved much faster – engagement of external consultants with skills in organisational design and change



# Create a vision



“emotional rather than rational”

*To be a world leader in  
the provision of information  
services to the university  
community*

and now Macquarie@50



# Principles to Guide Change

1. **Agile** – able to innovate and be flexible, by creating a focus on service development, staff development and strong project management.
2. **Resilient** – able to renew and sustain itself by focusing on career structure, management and team “span”, entry level positions, investment in staff and their development, job satisfaction, creation of “future-proof” positions
3. **Informed** – making decisions on the basis of reliable data, focusing on the collection of appropriate data, research, feedback, evaluation and review
4. **Connected** – having close links within its teams and with its community, by focusing on understanding needs and expectations; defining services and service outcomes from a client perspective; good internal & external communication & marketing; representation on key internal & external committees
5. **Successful** – delivering excellent, quality service by focusing on: refreshing our quality approach, establishing measures of success from a client perspective, conducting ongoing evaluation of projects and services
6. **Responsible** – being ethical, professional, and accountable for providing resources and services that are value for money.



These principles are more important for the future than the current iteration of the structure



# Communicate the vision



Agile



Resilient

Every Picture Tells a Story



# Empower others to act on the vision



Involvement of managers and staff in writing change proposals

Creation of new roles in the organisation with a focus on delivering the vision

Providing support to new position holders



# Plan for and create short-term wins



Staged approach

Getting top-level changes in place first

Project Office successful in moving the organisation forward while the change process was going on

Wins for staff from “translation” and internal recruitment



# Consolidate improvements and produce still more change



New strategic plan 2007-09 based on Macquarie@50 – simpler language

Service review and improvement on the agenda each year

Resources put in to completing implementation of structures, training and workplans

Work on governance and decision-making

Focus on a new library building and some new “story-telling” around “Library 2.0”



# Institutionalise the new approaches



Creation of the “thinking and evaluating” layer in the structure – more positions between HEW 6 and 9

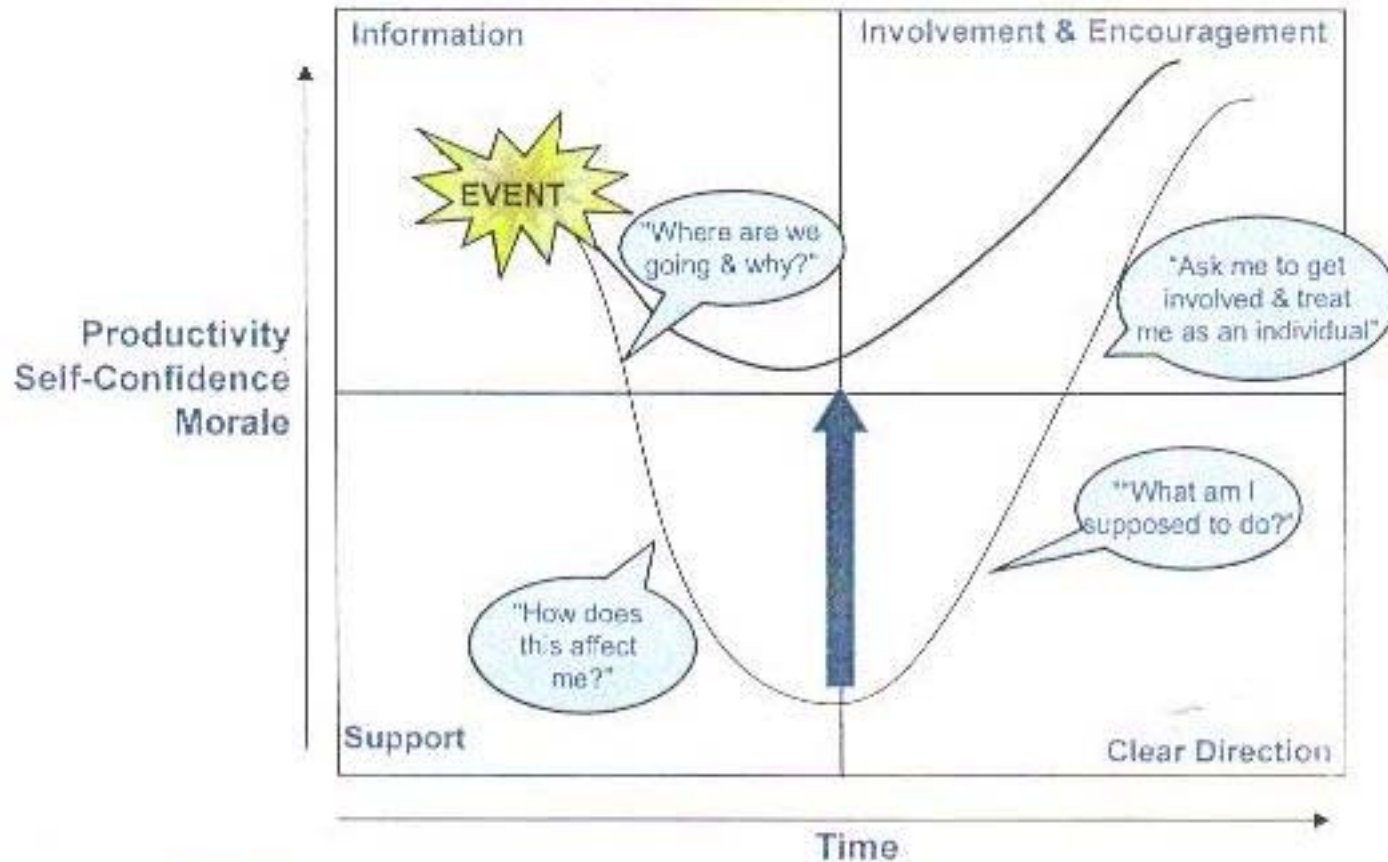
Focus on staff development including leadership

New techniques to involve staff in the “story-telling” for the future



# “Are we there yet?”

## Managing the transition curve



“There’s a new sense of energy”

And a lot more to do!