U O W

Libraries Reframed:

The work and culture of the future

2 May 2017

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My interest is in the future because I am going to spend the rest of my life there. Charles F. Kettering

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How does the digital library mirror the information accessibility and immediacy of the connected lives of students (and staff)?

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Are we equipped to instruct, teach and empower the current and next generation of HE students, scholars and researchers?

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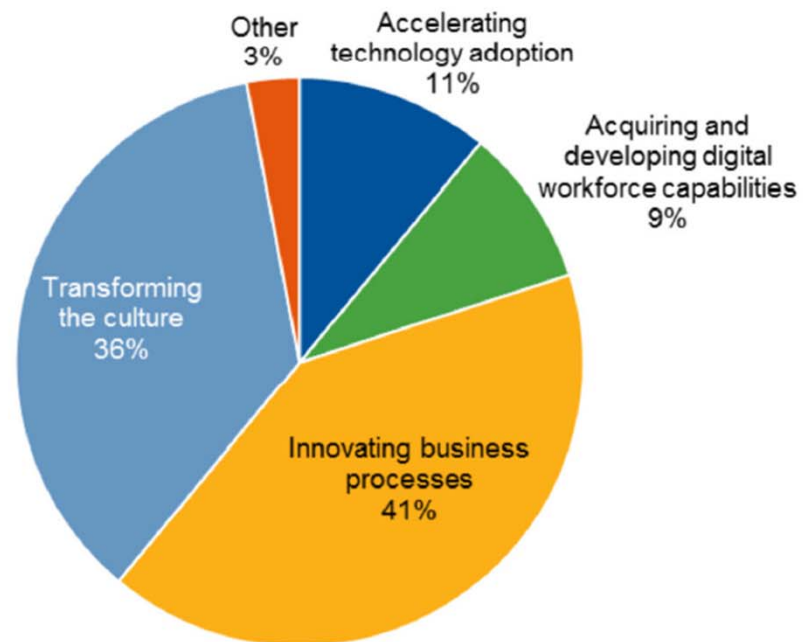
How do we get people to use the Library more?

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By 2020 the greatest source of competitive advantage will come from the workforce's ability to creatively exploit digital technologies
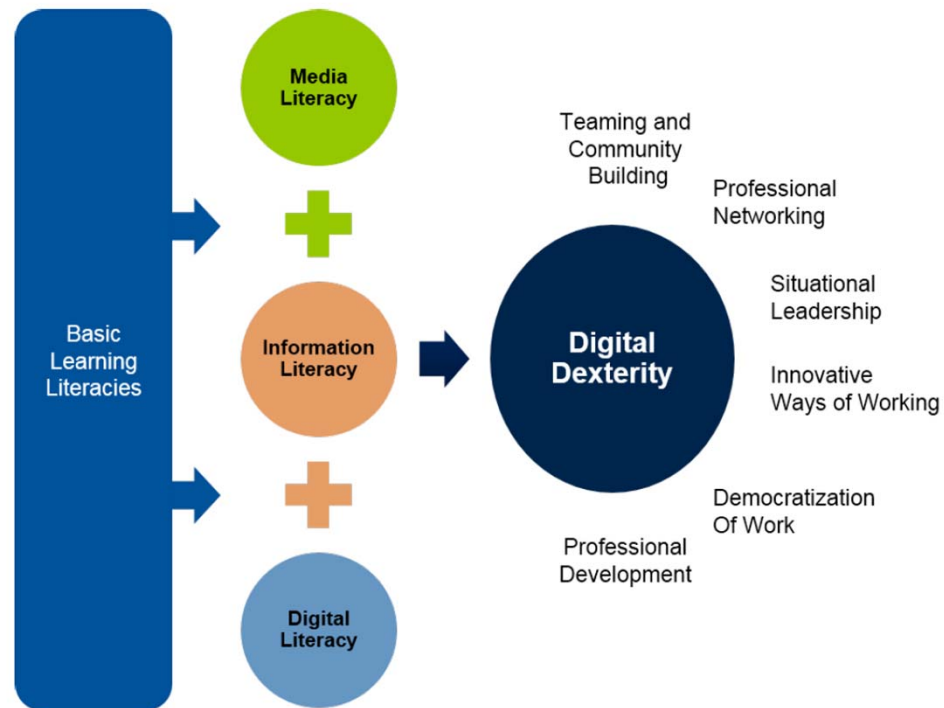
Gartner 2015

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Q. What do you think will be the most important factor in your company's ability to move to a digitalized business?

Other
3%

Accelerating
technology adoption
11%

Acquiring and
developing digital
workforce capabilities
9%

Transforming
the culture
36%

Innovating business
processes
41%

n = 831 (4Q13 survey)

Source: Gartner (June 2015)

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What literacies are being fostered?

Basic Learning Literacies

Media Literacy

+

Information Literacy

+

Digital Literacy

→ Digital Dexterity

Teaming and Community Building

Professional Networking

Situational Leadership

Innovative Ways of Working

Democratization Of Work

Professional Development

Source: Gartner (June 2015)

Adaptive leadership challenge:

In biology, an adaptive pressure is a situation that demands a response that's outside the organism's current repertoire …

Adaptive challenges, require people and organisations to shift values, beliefs, and actions versus technical challenges, which usually have an easy fix or solution. (Ronald Abadian Heifetz, Alexander Grashow, Martin Linsky)

The adaptive challenge

- **Solutions require changes in people's priorities, beliefs, values and practices**

- **Implementation requires working outside authoritative expertise, shedding entrenched ways, tolerating losses, generating new capacity**

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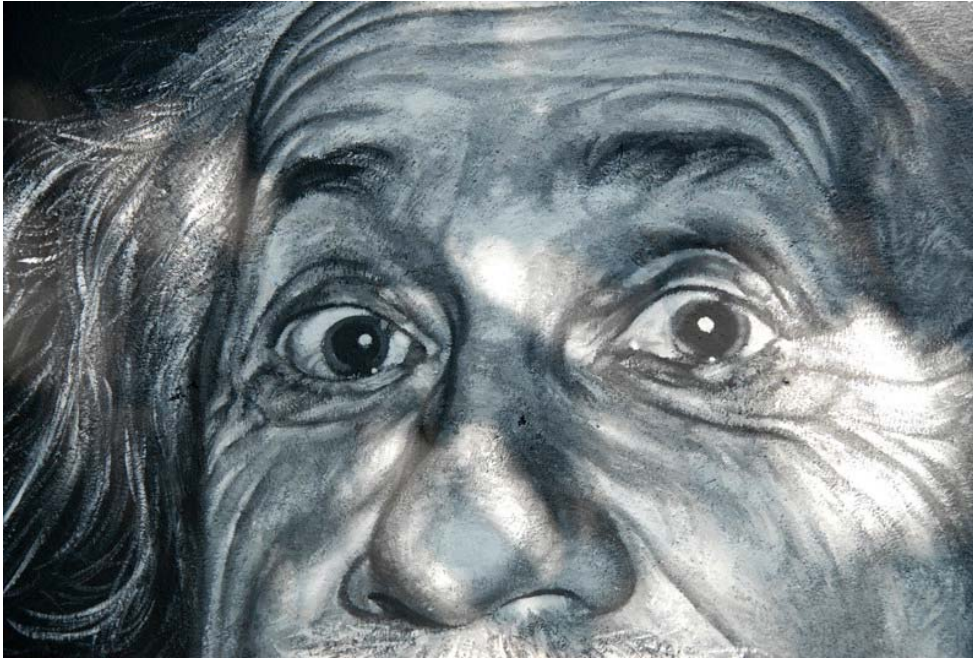
We cannot solve our problems with the same thinking we used when we created them.

(A Einstein)

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Levels of Change and Growth

Regenerating We re-examine our purpose and discover where our commitment comes from – we draw strength from understanding why we do what we do.
Reframing We engage with key actors, reveal deep assumptions. This helps to create new thinking and new principles of action
Redesigning We recognise other ways of perceiving the challenge and create new core activities and processes to reflect a changed perspective.
Restructuring Define current reality and decide to create new structures and processes
Reacting A challenge confronts us and we try to resolve it

Au: Scharmer in: R.E. Quinn, 'Deep Change Field Guide: A personal course to discover the leader within' - adapted

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Core competencies

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The changing nature of how we organise our people

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The physical space sends strong signals to people about the culture of an organisation
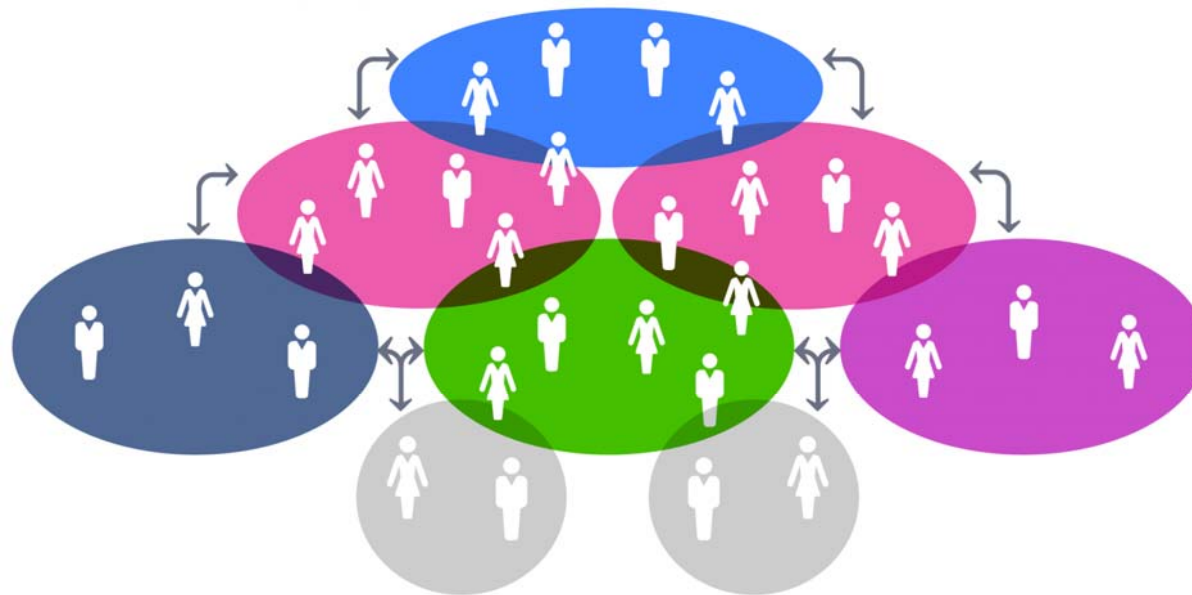
Core skills @UOW Library

- Digital literacies
- Design thinking and ideation
- Content strategy
- Communications – 3Ps

The changing nature of how we organise our people

© Jacob Morgan (thefutureorganization.com)

A powerful, professional voice

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My adaptive leadership challenge

Adjust and model the behaviours needed to achieve deep change

Exercise courage and challenge assumptions

Develop a powerful professional voice

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Freeze frame or Reframe?

https://goo.gl/images/LuqrnZ

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