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

Seti Keshmiripour
Mary Ann Venner

Access Services Conference
November 2016
Stages of change
Change Strategy
Case Studies
Best Practices
BACKGROUND
University of North Texas Libraries

Library Patrons (2015-16)*

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty &amp; Assistants</th>
<th>Staff</th>
<th>Not affiliated</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,882 (FTE)</td>
<td>2,503</td>
<td>2,432</td>
<td>3,781**</td>
</tr>
</tbody>
</table>

Willis Library Visitors (2014-15)***

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Spring 2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>708,731</td>
<td>650,506</td>
<td>1,359,236</td>
</tr>
</tbody>
</table>

* 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

Access Services

- Circulation Support Unit
- Service Desk Unit
- Interlibrary Loan Unit
- Academic Outreach and Engagement Unit
STAGES OF CHANGE
Stages of change

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?

Seti Keshmiripour
Setareh.Keshmiripour@unt.edu

Mary Ann Venner
MaryAnn.Venner@unt.edu