Libraries Reframed:
The work and culture of the future
2 May 2017
Margie Jantti @itsnotunusual @CAULPresidento
My interest is in the future because I am going to spend the rest of my life there.  

Charles F. Kettering
How does the digital library mirror the information accessibility and immediacy of the connected lives of students (and staff)?
Are we equipped to instruct, teach and empower the current and next generation of HE students, scholars and researchers?
How do we get people to use the Library more?
By 2020 the greatest source of competitive advantage will come from the workforce’s ability to creatively exploit digital technologies

Gartner 2015
Q. What do you think will be the most important factor in your company's ability to move to a digitalized business?

- Innovating business processes: 41%
- Transforming the culture: 36%
- Acquiring and developing digital workforce capabilities: 9%
- Accelerating technology adoption: 11%
- Other: 3%

n = 831 (4Q13 survey)
Source: Gartner (June 2015)
What literacies are being fostered?

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

(A Einstein)
## Levels of Change and Growth

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Regenerating</strong></td>
<td>We re-examine our purpose and discover where our commitment comes from – we draw strength from understanding why we do what we do.</td>
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<td><strong>Reframing</strong></td>
<td>We engage with key actors, reveal deep assumptions. This helps to create new thinking and new principles of action.</td>
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<td><strong>Redesigning</strong></td>
<td>We recognise other ways of perceiving the challenge and create new core activities and processes to reflect a changed perspective.</td>
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<td><strong>Restructuring</strong></td>
<td>Define current reality and decide to create new structures and processes.</td>
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<td><strong>Reacting</strong></td>
<td>A challenge confronts us and we try to resolve it.</td>
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Au: Scharmer in: R.E. Quinn, 'Deep Change Field Guide: A personal course to discover the leader within' - adapted
Core competencies
The changing nature of how we organise our people

https://goo.gl/images/uaalF4
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
A powerful, professional voice
My adaptive leadership challenge

Adjust and model the behaviours needed to achieve deep change

Exercise courage and challenge assumptions

Develop a powerful professional voice
Freeze frame or Reframe?