New Strategic Directions – New ways of working, thinking and being

OCLC Asia Pacific Regional Council Meeting, 29-30 November 2017, Tokyo

Sue Roberts
University Librarian and Director, Libraries and Learning Services

Libraries and Learning Services

November 2017
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

Charles Darwin
Volatile
Uncertain
Complex
Ambiguous
Strategy for Turbulent times: how to prosper when all advantage is fleeting

**Focused on extending existing advantage**

We try to avoid failures, even in uncertain situations

We don’t have a process for disengaging from a business

Our best people spend most of their time handling crisis and solving problems

We tend to emphasise analysis over experimentation

**Capable of coping with transient advantage**

We recognise that failures are unavoidable and try to learn from them

We have a systematic way of exiting businesses

Our best people spend most of their time on new opportunities

We tend to emphasise experimentation over analysis
## Our Future Trajectory

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>We will move from...</th>
<th>We will move to...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Outcomes and Success</strong></td>
<td>One off and standalone programs to develop skills</td>
<td>Development of student capabilities and employability in the curriculum, in line with the graduate profile</td>
</tr>
<tr>
<td></td>
<td>Generic, one size fits all approaches</td>
<td>Targeted and tailored programs</td>
</tr>
<tr>
<td><strong>Researcher Outcomes and Success</strong></td>
<td>Embryonic and stand alone services</td>
<td>Scalability of services and expertise for all researchers, adding value to research outcomes and research impact</td>
</tr>
<tr>
<td></td>
<td>Services and expertise available to a few</td>
<td>Services integrated into the UoA research lifecycle</td>
</tr>
</tbody>
</table>
# Our Future Trajectory

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>We will move from...</th>
<th>We will move to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering Excellent Services and Programs</td>
<td>Standalone LLS services</td>
<td>Integration with University wide approaches and collaboration with other services</td>
</tr>
<tr>
<td></td>
<td>Mediated access to services and resources</td>
<td>Self-service and personalization</td>
</tr>
<tr>
<td></td>
<td>Boundaries/ specific locations</td>
<td>Outreach into the physical and online environments</td>
</tr>
<tr>
<td></td>
<td>Transactional services</td>
<td>Specialist services and expertise that add value</td>
</tr>
<tr>
<td></td>
<td>Inconsistent and variable services</td>
<td>Consistent quality of services</td>
</tr>
</tbody>
</table>
Things will go wrong
Equipping staff with appropriate skills to deal with change allows them to be in control of how they respond to change.

Our future may depend on our reaction to change and the choices we make (Hiatt, 2013).
Enabling Staff
Building our change resilience and capacity

**Leading people through change** (2016)
based on the Prosci® methodology to provide you with the foundation and tools to lead your people through change. Your role as leader/manager is vital for the successful implementation of change within LLS.

**Flourishing at the UoA: Optimising your potential** (3 sessions, June/July)
evidence based programme to provide you with the skills to respond healthily in demanding situations (like change!)

**Crucial Conversations** (2 days, June)
Practical skills to use when speaking to your team in emotional or risky topics ensuring better outcomes for both parties.

**5D Leadership for Career Development & Coaching** (2.5 hours, September)
Aligned with UoA’s 5D leadership framework focusing on using the framework to support career development for your team.
Where the magic happens

Your Comfort Zone
Thank you

Old ways won’t open new doors

- Author unknown

Original Photograph - CC0, Pixabay