Analog, Digital and In-Between: Managing Transitions in the Media Center

ACRL/LAMA Spring Virtual Institute
Leading from the Middle: Managing in All Directions

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Introductions

- Please introduce yourself – name, title, location
- Please post questions, comments throughout presentation

Poll

How long have you been a manager?

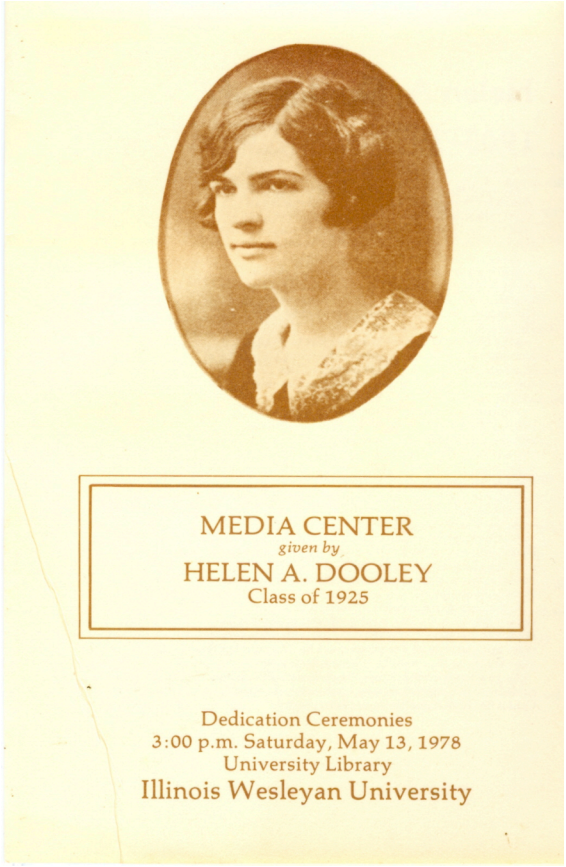
- Less than two years
- Two – Five Years
- More than Five Years
- More than Ten Years
- Not a manager yet

Outcomes

- Define desired outcomes for a successful transition;
- Identify skills needed for a successful transition;
- Predict challenges to achieving a successful transition;
- Compile ideas and strategies for post-transition.

What is a Successful Transition?

From the Beginning…



Four areas:

- Production Area
- Instructional Materials Area
- Carrel Area
- Shelving & Circulation Area
- Auditorium

Library Director Clay Highum…

- "[T]he media services currently available and the equipment to utilize these services will never become outdated because they are integral, basic and fundamentally applicable to learning."

Early 1990s - 2004

- Planning for New Library Building
  - Thorpe Music & Media Center
    - Plan: to be primary location for School of Music students to listen to reserves
    - Reality: E-Reserves in full swing
- Library Strategic Planning
  - Initiated in early 2004
  - Implementation began late 2004
  - Very open process
  - Included library administration, library faculty, staff

Theme Two:
Leading Beyond the Walls

- Initiate and contribute to collaborative projects with faculty and IT to create seamless access to scholarly and university content.
  - Work with campus groups to create and provide access to university-wide digital collections
  - Serve as a Digital Institutional Repository for research projects
  - Explore new ways to partner with the Office of Information Technology to provide better service to users.*

*Ames Library Strategic Plan

New Name/Identity: Thorpe Digital Center

- Assisting students, faculty, staff, administration
- Emphasis on digital services
- Continuing to provide analog services
- New focus on collaboration & relationships, pushing services outside the building

Managing the Transition – The Big Picture

- Re-visioning process
- New mission:

Mission

- Provide expert assistance for projects integrating video, audio, images and text
- Foster a collaborative environment for students and faculty to create original content
- Partner with IT, The Mellon Center, faculty and students to create Illinois Wesleyan University digital collections
- Support campus, department and library media and digital resources and services
- Ensure interoperability & integration with external systems

Big Picture, Part II

Enacting the Mission:

- Assist users in Video & Audio Creation & Editing
- Assist users in Image Capture & Manipulation
- Lead Digital Library Initiatives & Functions
- Provide Productivity Equipment & Peripherals Checkout, Delivery to campus
- Maintain media equipment on campus and in the library

- Writing Mission & Vision started in February 2005, completed August 2005

Question…

- Think back on a **professional** transition you've made – what was it, and what was the most difficult part?
- Please answer in chat area

Nuts and Bolts: Managing the Things

- Timeline
- Logistics
- Space
- Services
- Workflow
- Furniture

The Intangibles: Leading the People*

- Emotions
- Relationships
- Communication

*Steven Covey

Defining Outcomes

- Mission, Vision key
- Who needs to be in the room for discussions and decisions?
- Examples of questions:
  - What do you want the service to look like when it's operational?
  - What do you want your staff to do, achieve, learn?
  - What do you want users to be able to do, achieve, or learn?

Encountering Resistance

- Thinking about your organization, what do you see as the major obstacles to a successful transition?

Preventing Resistance: Predicting Challenges

- Informal communications
- Formal documentation
- Being present to help
- Keeping your ear to the ground

Preventing Resistance, Part II: Focus on Skills, Knowledge & Expertise

- Strengths and weaknesses
- Identify areas of knowledge shared
- Identify and fill gaps in knowledge
- People outside the building: IT, other staff
- Development vs. Training opportunities

Post-Transition: Change is Constant

- Agents of Change:
  - Technology
  - Relationships
  - Leadership
  - Institutional Direction
- A Healthy Mindset:
  - Look ahead
  - Develop & Train
  - Communicate
  - Learn
- Act with Intent:
  - Open door policy + confidentiality
  - Little things mean a lot
  - Pause to Reflect and Recharge
  - Encourage staff to do the same

Post-Transition Ideas

- What do you think would be an effective post-transition activity (formal or informal) in your organization?

Managing the second wave…

- New director
- Building Review initiated in the fall
- Organizational review initiated spring 08, results coming in May
- Proposal to form two new departments
  - Streamlining services
  - Collocating key services and staff
  - Phased-in implementation over 18 months
  - Learned very good lessons the first time around
- “Weren’t we just here?!”

Recommended Sources, Part I

- Quinn, Robert E. (1996) *Deep Change: Discovering the Leader Within*. San Francisco, CA: Jossey-Bass Publishers.
- Chaleff, Ira. (2003) *The Courageous Follower*, 2nd ed. San Francisco, CA: Berrett-Koehler Publishers, Inc.
- Giesecke, Joan and Beth McNeil. (2005) *Fundamentals of Library Supervision*. Chicago, IL: ALA Editions.
- Buckingham, Marcus and Curt Coffman. (1999) *First, Break all the Rules: What the World's Best Managers do Differently*. New York: Simon & Schuster.
- Schultz, Howard and Doris Jones Yang. (1997) *Pour your Heart into it: How Starbucks Built a Company One Cup at a Time*. New York: Hyperion.
- Abrashoff, Captain D. Michael. (2002) *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*. New York: Warner Business Books.
- Ladew, Donald P. (1998) *How to Supervise People: Techniques for Getting Results Through Others*. Shawnee Mission, KS: National Press Publications.

Recommended Sources, Part II

- Manager Tools (http://www.manager-tools.com)
- National Seminars Training (http://www.nationalseminarstraining.com)
- Library Administration and Management Association (http://www.ala.com/lama/lama.cfm)

- Others on my list to read:
  - *The Dance of Change*, Peter Senge
  - *Transitioning from Librarian to Middle Manager*, Pixey Anne Mosley
  - *Principle-Centered Leadership*, Steven Covey
  - *The Apple Way*, Jeff Cruickshank

Questions, Comments?

- Please type in chat area.

Thank you!

- Please post to the Discussion Forum to keep sharing ideas, resources and strategies.

Contact Stephanie

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