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

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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>
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</tbody>
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Willis Library Visitors (2014-15)***

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

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