PPM60 Conference on Librarians for the Cyberworld

Transforming Leadership in Libraries Through an Innovative And Motivated Workforce

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This presentation is divided into 3 parts…

Outline

1) Issues affecting motivation and innovation
2) Why Transformational Leadership in Libraries?
3) Best Practices
ICE BREAKING
Kerja Teruk Tapi Bos Baik, Atau
Kerja Okey Tapi Bos Teruk
Creating an innovative and motivated workforce has never been more challenging for leadership in libraries. Demands for services frequently outstrip the resources—money, time, and people—that are available. Librarians look for more effective ways to make their voices heard as priorities are set organisation-wide.
Library threats can happen anywhere, anytime and in any forms...

- **VALUE & VISIBILITY**
  - volatility of the business environment
  - ability to adapt and be flexible is critical in value creation

- **CHANGE**
  - Constantly staying relevant and developing new knowledge and tools
  - Librarians need to be “catalysts for new thinking”

- **INNOVATION**
  - Key success to library
  - Learning Organisation – are we prepared for the impact of these unlikely scenarios?

- **FROM BABY BOOMERS TO GEN Y**
  - The entry of Generation Y into the workforce
  - They are highly educated, technologically orientated, confident, ambitious

- **REDEFING OUR ROLES**
  - New Patron Demands Stretch Budget and Organizational Culture

... are we prepared for the impact of these unlikely scenarios?
BARRIERS ..... HINDRANCE .... GAPS

The constant expectation that Library Leaders will provide articulate, effective leadership too often creates stresses in both their personal and professional lives and staff too.
There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback

Leadership

- Lack of knowledge on leadership & exposure to lead/supervise
- No engagement session with staff and top management
- Leadership training
- Lack of 2-way communication
- Channelling of information to staff not consistent
- Resentment to criticism & opinions

Mindset

- Not motivated
- Ethics & Professionalism
- Teamwork & Co-operation
- Work environment not conducive
- Acceptance on change
- Silo mentality
- KRAS, vision & mission statement not fully understood
- No dynamism
- Too calculative
- Too "SOP" driven
- Comfort zone
There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback

Networking

Communication & Commitment
(internal, inter faculty, students, communities)
No Win Win situation with Collaboration partners
Visibility at national & international level
Not active with consortium
Collaboration only active due to budget constraints & reputation issue

Competencies

Multi skilling
Too long in the same position
Subject specialisation
Skill in their own area of work
Outdated Curriculum
Library orientation
Lack communication skill to deal with the industry
Commitment to attend training
Imbalance staff competencies
Negotiation skills
Multi tasking
Information searching skills (staff & users)
There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback

**Structure**
- Human Resources (expertise vs total users, organisation charts)
- Traditional ambience & infrastructure
- Budget constraints
- Library of choice
- Gen Y

**Systems & Processes**
- Repetitive & Duplication
- Uniformity
- Red tape & Bureaucracy
- Deteriorating loan & physical visitor statistics
- Bound by old work processes
Why transformation?
Librarians look for more effective ways to make their voices heard as priorities are set organisation-wide

CHANGE/TRANSFORMATION
has a different reputation according to the situation and reason. Transformation is necessary:

- To keep us going
- To continue growing
- To stay relevant
- To be with a sense of purpose
How well-positioned are Libraries in organisations to meet current and future challenges in terms of leadership?

**Leader Competencies**

- Develop People
- Inspiring Followers
- Behave as an Owner
- Out Perform

“A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves”

Lao Tzu (600 BC-531 BC)
How effective are librarians own leadership by looking at deepening their insights and broaden their repertoire of useful approaches to

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As leaders we must instill ....

Shared Values

Loyalty
Loyal to the nation and corporation

Integrity
Honest and upright

Professionalism
Committed, innovative and proactive and always striving for excellence

Cohesiveness
United in purpose and fellowship
BEST PRACTICES
The Google Way of Motivating Employees

Background

2014 “Best Company to Work For” by the Great Place to Work Institute and Fortune Magazine.

Work Culture

• “To create the happiest, most productive workplace in the world.”
  • Fun is a Regular Aspect of Work

Impact

• More Innovative Products
• Employees Become More Entrepreneurial (Hence More Productive)
• Less Company Risk
• 20 percent of free time is responsible for the introduction of some of Google’s innovative and brilliant product

Source: http://www.entrepreneurial-insights.com/google-way-motivating-employees/
September 25, 2014
Perpustakaan jadi pusat perjumpaan

OLEH AFX REDZUAN

Perpustakaan dahulu hanya siklon sebagai pusat mengumpul kaji pelajaran dan meminjam bahan bacaan. Namun pandangan rakyat itu, diubah melalui eloknya perpustakaan berkonsepkan keterbukaan dan idea moden yang berjaya menarik kehadiran pelanggannya.

Sekitar sebelas tahun lalu, Pengarah Perbadanan Perpustakaan Awam Selangor (PPAS), Mastura Mohamad memulakan program akses kepada pelanggan.

Bagaimana perkembangan projek penjenamaan semula perpustakaan di daerah? Walaupun buat sekarang di Sungai Petani, jumlah perpustakaan yang di-
Inisiatif Kualiti

- ISO 9001: 2008
- Audit Inovasi
- Cadangan Inovasi
- Occupational Safety & Health
- KIK
- Key Focus Activity
- Amalan Persekutaran Berkualiti

Semangat Inovasi
Spirit of Innovation

WORLD-CLASS ORGANISATION

ATTRIBUTES OF A
Established 4 May 2009, Started with 16 stations UTM groupwide.

The Working committee lead by PSZ and championed by their VC.
CONCLUSION
How do we move forward from here...

Review & Reflect

1. Leadership. We all know what that is. It stimulates teamwork
2. Anyone with an idea and some initiative can be a leader
3. True leaders earn their leadership through the enthusiastic support of their followers
4. Finally, let's recognize the importance of being engaged. Leaders engage others by, above all, engaging themselves
"We are only humans, and as human beings, we all make mistakes. This is common. The most important thing, though, is that we learn from our mistakes...... And as leaders or managers, we must not be quick to always punish our staff when they do something wrong."
To be a great leader, one needs to have good strategies, be knowledgeable and able to predict the future.