How are Research Libraries leading through COVID-19?

LIBER Webinar Series
23rd November 2020

HOST

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https://libereurope.eu/strategy/digital-skills-services/leadership/

Part 1 Leadership in Times of Crisis

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NOTES

- **The webinar is being recorded.** All participants will receive a link to the recording later today.

- **Slides are on Zenodo:** See the chat box for the link.

- **Questions?** Put them in the chat box. Speakers will answer questions at the end of the webinar.

UPCOMING EVENTS

This is the first part of the two-part webinar series on Leadership in the Times of COVID-19. Second webinar

NEW CHALLENGES AND LEADING INTO THE POST COVID-19 RECOVERY FOR RESEARCH LIBRARIES

When: 30 November, 2PM CET

Register: https://www.anymeeting.com/AccountManager/RegEv.aspx?PIID=EF55D886894B39

UPCOMING EVENTS

PANEL DISCUSSION
'RESEARCH LIBRARIES & COVID-19 – IMPACT & PLANS FOR THE FUTURE'

will present:

- the results of the LIBER COVID-19 Survey,
- how European research libraries responded to COVID-19, and
- how to effectively plan for the future through collaborative measures.

When: 4 December, 3.30 PM CET

Register: https://www.anymeeting.com/AccountManager/RegEv.aspx?PIID=EF57DD83814C31

Go to www.slido.com and use the code 57153

Do you have leadership role at your library?

Go to www.slido.com and use the code 57153

What are the most significant challenges for leaders at research libraries during COVID-19?

What Good Leadership Looks Like in Time of COVID-19

- ❑ Being Strong Leader
- ❑ Set Up Strategies
- ❑ Being Realistic
- ❑ Leverage Continuous learning and development
- ❑ Communication
- ❑ Keep Team Focused and Productive

https://www.freepikcompany.com

Strong Leader

- ❑ Project a sense of Calm
- ❑ Be Confident
- ❑ Maintain Positive Accountability
- ❑ Establish Collaboration

Set Up Strategies

- ❑ E-everything
- ❑ Doing more with less
- ❑ Promise of artificial intelligence

Being Realistic

❑ Personnel Capacities
❑ Goals
❑ Future Aspects

Being Realistic

❑ **Personnel Capacities**
- – Mental strength
- – Resilience
- – Patience

Being Realistic
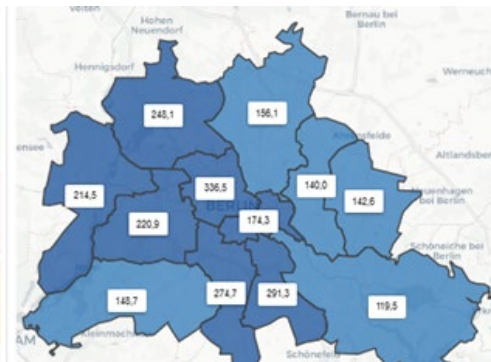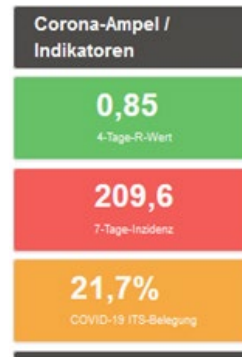
❏ **Goals**
- – Set Priorities
- – Small steps with good interim solutions
- – Be clear what is <u>not</u> going to be done

Being Realistic

❑ **Future Aspects**
  – Thinking and planning in scenarios
  – Anticipate negative conditions

Cerulo, Karen A. (2008): Never Saw It Coming: Cultural Challenges to Envisioning the Worst. Chicago: University of Chicago Press.

Leverage Continuous Learning and Development

❑ Organizational learning
❑ Changed social interactions
❑ Dealing with uncertainties and fears

©https://www.akademie3.com

Leverage Continuous Learning and Development

❑ Organisational learning
- – Witnessing a real experiment that involves the entire society
- – Experimenting with solutions -> learning
- – Gain learning experience

https://explayn.de/was-plotzlich-alles-moglich-ist-wie-organisationen-aus-der-krise-lernen-konnen/

Leverage Continuous Learning and Development

❑ Changed social interactions @ Freie Universität
  - Agile working
  - Appreciative togetherness
  - Interactions under hygiene regulations

MASK REQUIREMENT –
Thank you for your cooperation!

Leverage Continuous Learning and Development

❑ Dealing with uncertainties and fears
   – Accepting the uncertainty!
   – "You are needed" reduces worries
   – Library as safe place

"There is no certainty, only different levels of uncertainty."
Anton Pawlowitsch Tschechow (1860 - 1904)
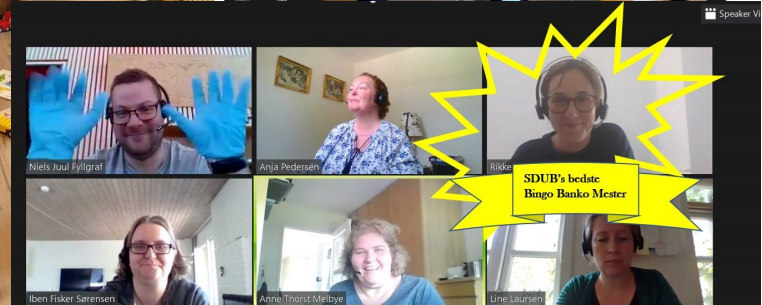
Communication
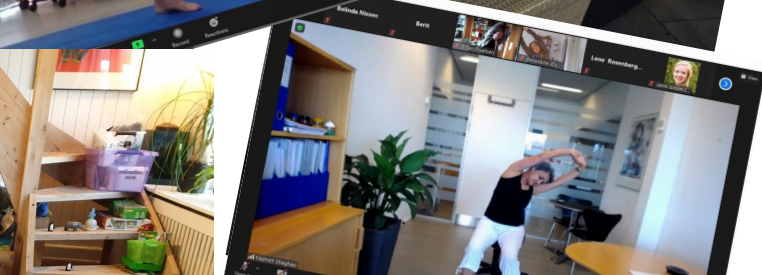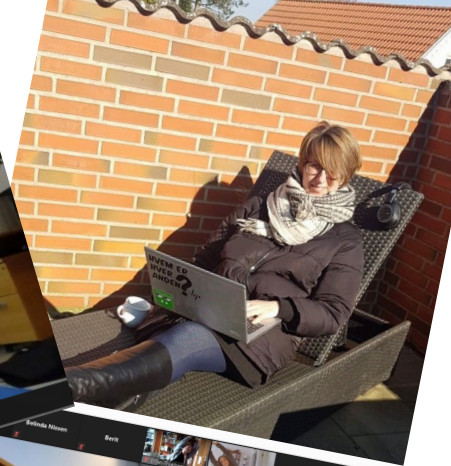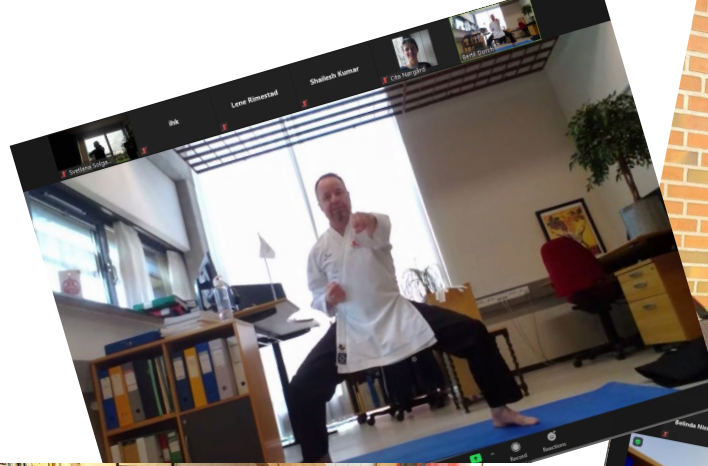
❑ **What** we want employees and others to feel
- Solidarity
- Trust
- Confidence

❑ **How** we want to communicate to achieve goals
- Emphasize continuity
- Provide clarity
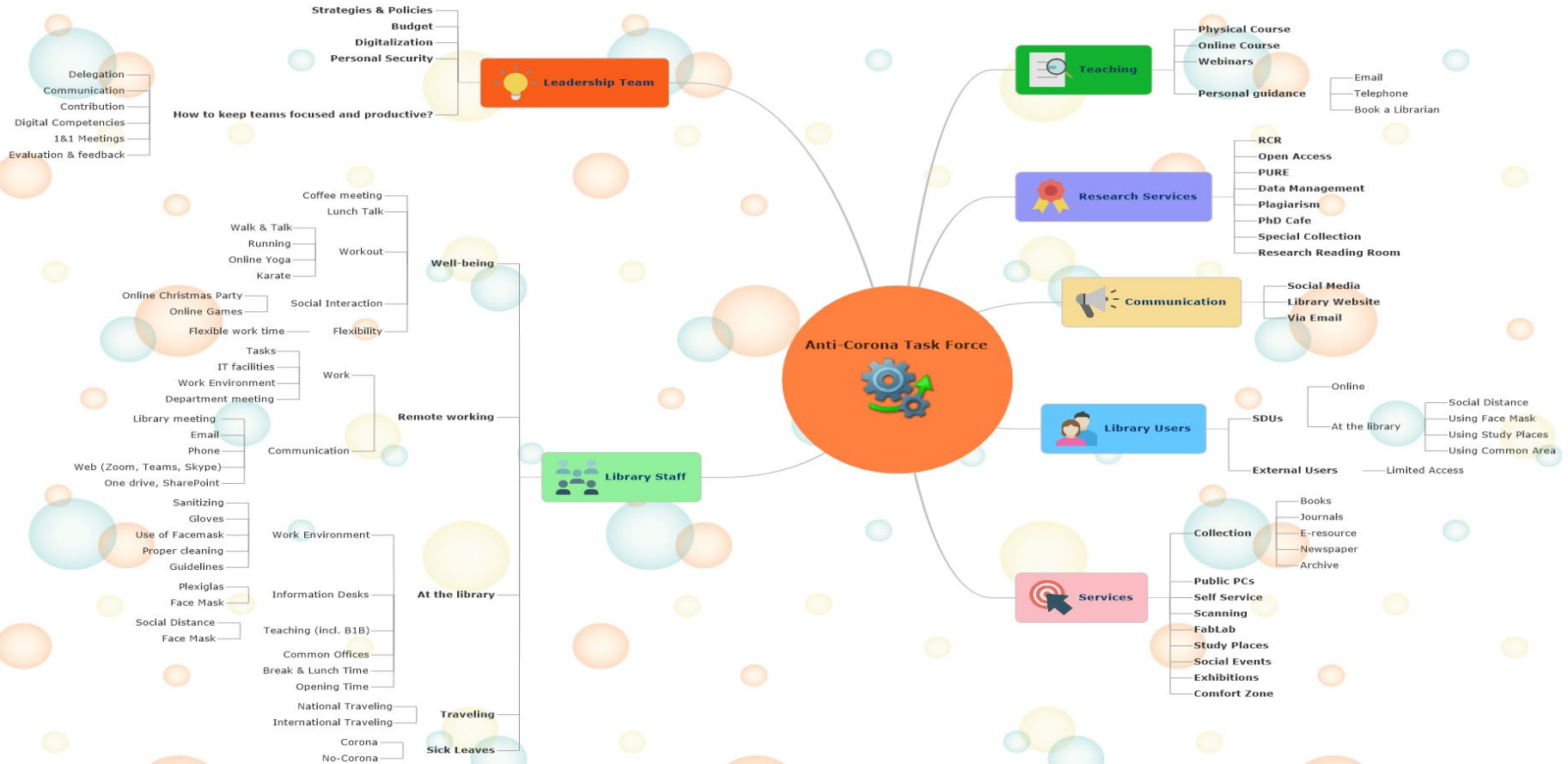- Set realistic expectations
- Understand the actions

don't worry…
i've got your back

https://medium.com

Keep Team Focused and Productive

☐ Flexibility
☐ Social Interaction
☐ Well-being

Anti-Corona Task-Force at SDUB

Leadership Team
- Strategies & Policies
- Budget
- Digitalization
- Personal Security
- How to keep teams focused and productive?
  - Delegation
  - Communication
  - Contribution
  - Digital Competencies
  - 1&1 Meetings
  - Evaluation & feedback

Anti-Corona Task Force

Teaching
- Physical Course
- Online Course
- Webinars
- Personal guidance
  - Email
  - Telephone
  - Book a Librarian

Research Services
- RCR
- Open Access
- PURE
- Data Management
- Plagiarism
- PhD Cafe
- Special Collection
- Research Reading Room

Communication
- Social Media
- Library Website
- Via Email

Library Users
- SDUs
  - Online
  - At the library
    - Social Distance
    - Using Face Mask
    - Using Study Places
    - Using Common Area
- External Users
  - Limited Access

Library Staff
- Well-being
  - Workout
    - Coffee meeting
    - Lunch Talk
    - Walk & Talk
    - Running
    - Online Yoga
    - Karate
  - Social Interaction
    - Online Christmas Party
    - Online Games
  - Flexibility
    - Flexible work time
- Remote working
  - Work
    - Tasks
    - IT facilities
    - Work Environment
    - Department meeting
  - Communication
    - Library meeting
    - Email
    - Phone
    - Web (Zoom, Teams, Skype)
    - One drive, SharePoint
- At the library
  - Work Environment
    - Sanitizing
    - Gloves
    - Use of Facemask
    - Proper cleaning
    - Guidelines
  - Information Desks
    - Plexiglas
    - Face Mask
    - Social Distance
    - Face Mask
  - Teaching (incl. B1B)
  - Common Offices
  - Break & Lunch Time
  - Opening Time
- Traveling
  - National Traveling
  - International Traveling
- Sick Leaves
  - Corona
  - No-Corona

Services
- Collection
  - Books
  - Journals
  - E-resource
  - Newspaper
  - Archive
- Public PCs
- Self Service
- Scanning
- FabLab
- Study Places
- Social Events
- Exhibitions
- Comfort Zone

Part 2 **Realigning our strategies / communicating our values**

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Strategy

/ˈstrætədʒi/

noun

Greek origin στρατηγός: *a general, the leader of an army*

1. a plan of action designed to achieve a long-term or overall aim.

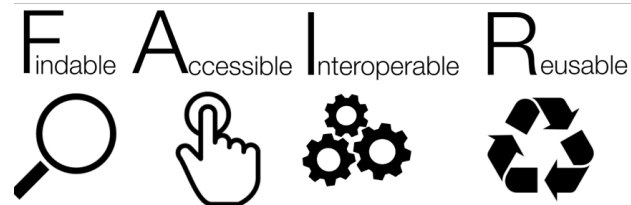2. the art of planning the best way to gain an advantage or achieve success, [especially in ~~war~~ a crisis].

What strategic impact has COVID had at your library?

Do you have some good examples?
Add your answer in Chat box

Library Values

OPEN ACCESS

Findable **A**ccessible **I**nteroperable **R**eusable

Sectoral • Library Professional • Organisational

ALA American Library Association

- Access
- Confidentiality/Privacy
- Democracy
- Diversity
- Education and Lifelong Learning
- Intellectual Freedom
- The Public Good
- Preservation
- Professionalism
- Service
- Social Responsibility
- Sustainability

UNIVERSITY OF LEEDS

- Engagement and collaboration
- Customer-focus
- Innovation and improvement
- Valuing each other
- Being part of a wider community

National Library of Scotland
Leabharlann Nàiseanta na h-Alba

- Excellence
- Inclusion
- Commitment
- Innovation
- Creativity

LIBER Values

Our Values are Collaboration and Inclusivity.

This means:

- High-quality services for all users of library and information services;
- Intellectual freedom and access to scholarship;
- Collaboration with campus, local, national, European and global partners;
- Stewardship of collections and institutional resources, in the most appropriate format;
- Leadership, innovation and a willingness to embrace opportunities for change;
- Inclusivity, equality of opportunity and fulfilment of potential.

www.libereurope.eu/about-us/mission-values

What values should library strategy promote?

What values are important at your library?

Add your answer in Chat box

COVID19 pandemic: a real-life lab for research libraries?

Photo by Chokniti Khongchum on Pexels

Research Libraries: towards a digital shift

- ☐ Content
- ☐ Services
- ☐ Library spaces
- ☐ Technology, infrastructure and tools
- ☐ Skills and leadership
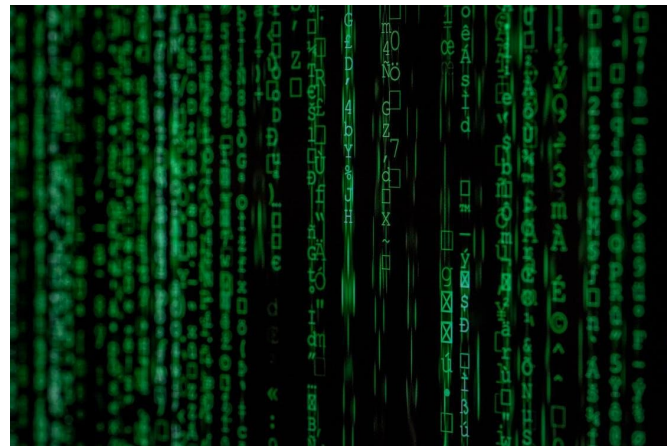- ☐ Organizational structures, processes and culture ready for change

Photo by Markus Spiske on Pexels

Reshaping our services: observations during COVID19

❑ Digital content only

❑ Priorities in digitized collections

❑ The merits of open access

❑ Library space used for other purposes

❑ Services with strong online presence flourished

❑ Diversity in digital skills

Photo by Aleksey Kuprikov on Pexels

Accelerating changes in strategy?

❑ Think beyond the immediate

❑ Envision new futures

❑ Prioritize and focus

❑ Allocate budgets

Photo by Zhang Kaiyv on Pexels

Utrecht University Library: a library without a catalogue

❑ E-preferred acquisition and focus on open access:
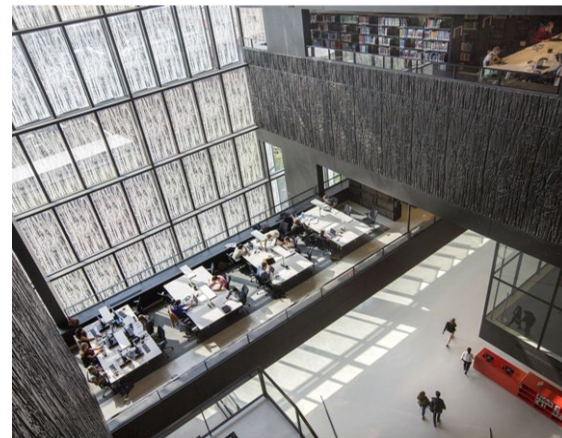
From discovery to delivery

❑ Development of services:

Supporting the entire research process

❑ Excellent online presence:

We are where our users are

❑ Recruitment and personal development:

'From curators who build collections to consultants on scientific information

Conclusion: Communicating our values

LEADERSHIP IN TIMES OF CRISIS: PART 2

NEW CHALLENGES AND LEADING INTO THE POST COVID-19 RECOVERY FOR RESEARCH LIBRARIES

- Communication in a time of crisis
- What do we keep? New challenges leading in the Post-COVID recovery!

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THANKS!

Questions?

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