



**Karolinska
Institutet**

The Challenge of Leading a Library

In the 21th Century

BMF Spring Seminar

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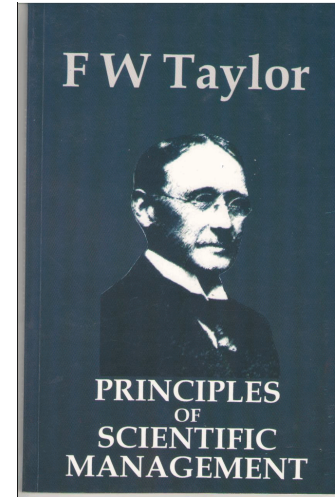
- Introduction
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Management vs. leadership

- Management: the administration of an organization
 - Plan, organize, direct, control
- Leadership
 - Lead with values and vision; change, motivate and inspire
- Both are needed

Scientific management

- A management theory that analyses and synthesizes workflows
- “Taylorism”
- A command and control management developed by engineers
- Organizations are managed like machines
- Top-down planning
- Main objective: improve economic efficiency and labor productivity
- Quite successful in the 20th century
- Predictable, repeatable tasks: works well



Human relations movement

- “People are an organizations most valuable resource”
- “Servant leadership”
- HR departments
- Management “trends”
 - BalancedScoreCard
 - TotalQualityManagement
 - SixSigma
 - Etc.
- Assumption: top-down management
- Trends/tools help managers better design the organization
- The hierarchy is still alive

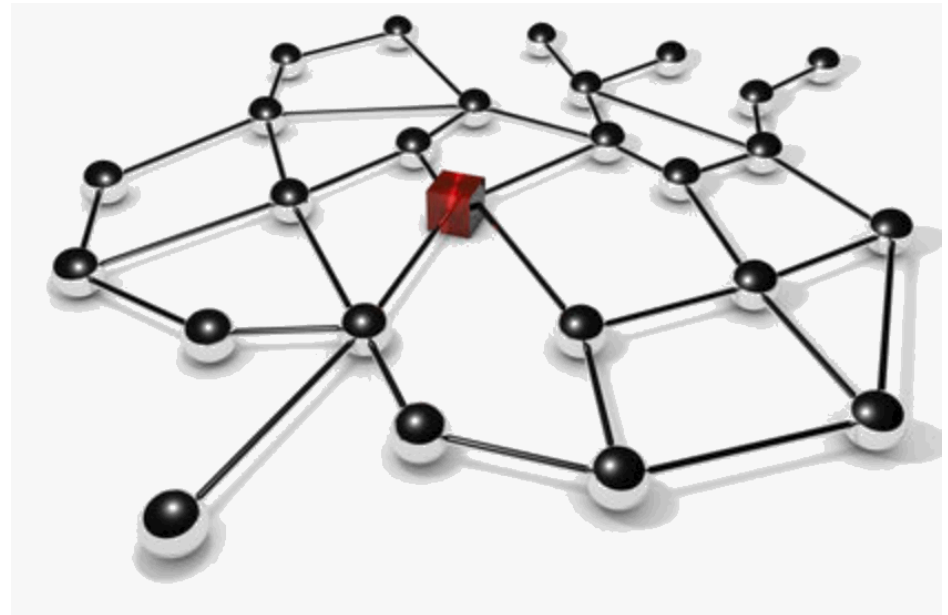
RWHC Eye On Health



“His idea of ‘servant leadership’ is
we serve; he leads.”

Complexity, systems and chaos

- Organizations are networks
- Management is about people and their relationships
- Organizations are constantly living and changing systems
- Management 3.0 in agile leadership practices
 - J. Appelo, Management 3.0, Boston 2011.
- Systems theory, Contingency theory, Chaos theory



“The academic library world is at a critical juncture. In fact, it is facing an existential crisis” (Binh P. Le, 2015)

“If libraries and librarians are to continue to play an effective role in empowering people to create, discover, use and transform global information resources, they need to master change” (Smith, 2011)

“If you have been working in a library in the 1990’s, you have now accepted...the notion that libraries must undergo fundamental changes if they are to survive in the coming Century” (Schwartz, 1997)

“Organizations cannot remain static...Instead, the usual approach to business needs to be (or become) one of continual review, renewal and adjustment. Experimentation, exploration and risk taking should become a norm, not an exception.” (Smith, 2011)

Discussion

Talk with your neighbor/s about the factors that you think are behind the uncertainty and the need to change in the academic world/libraries?

The challenges of academic libraries (f.ex.)

- Technological changes and development
 - Mobile usage
 - AI, text/data mining
- E-Education – changes in educational system
- E-Science/OpenScience –research work is changing
- Changes in the scholarly communication
- “Digital revolution” - > huge amount of data
- Unsustainable costs
- Physical spaces vs. virtual spaces



Demands to develop new services and change policies

The value of the library?

- From the point of view of the “owner”
 - ROI (Return On Investment)
 - Be valuable vs. “demonstrate the value to the institute/owner”
 - Do the right things at the wright moment
- From the point of view of various customers
 - Develop and provide tools and services that are relevant and vital to customers within their processes to discover, use, produce and create knowledge

How to cope with the challenges?

- Be flexible and develop new roles
- Make organizational changes
- Take a strategic approach and prioritize
- Be creative and make innovations
- Communicate and collaborate, the vision is important
- Try to measure the value and/or the excellence

Uncertainty + complexity = we have to find new ways to work!

The barriers for reacting innovatively to the changes

- The top-down nature of library management
- Libraries controlled administratively and financially by others:
 - Causes a fear to change, fear of failure and a lack of money (Bieraugel, 2015)

* Discuss with your neighbor/s about the barriers for reacting innovatively*

How to cope with the challenges?

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 - Make organizational changes
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- (e.g. Gwyer, 2010)

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Agile management - an option to manage complexity

- Roots in agile software development
 - Agile manifesto (<http://agilemanifesto.org/>)
- “Managing the system not the people” “Better management with fewer managers”
- People: unique individuals instead of replaceable resources
 - Motivation, engagement, responsibility
- Flexibility and interactivity
- Non-hierarchical management, self-organizing teams
- Managers set the goal/objective
- Consistent customer input
- Experiments, short time frames
- Special tools

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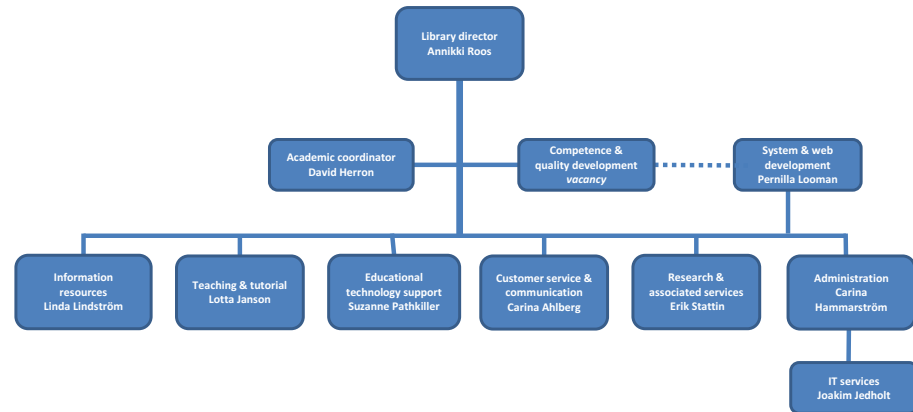
Karolinska
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- Est. 1810
- Among the best medical univ. In the world
- 6000 students (FTE)
- 2000 doctoral students
- 5000 employees (FTE)
- 6,500 M Kr/ 650 M € revenue
- One faculty university, 22 institutions
 - Two campuses: Solna and Flemingsberg
 - Four hospitals
 - Swetox Södertälje
 - The Ming Wai Lau Centre for Reparative Medicine in Hong Kong
- SciLifeLab
- 5000 articles (4500 orig. articles), 360 dissertations/year
- 40 programmes, 60 free-standing courses
- Very much a "bottom-up" organisation



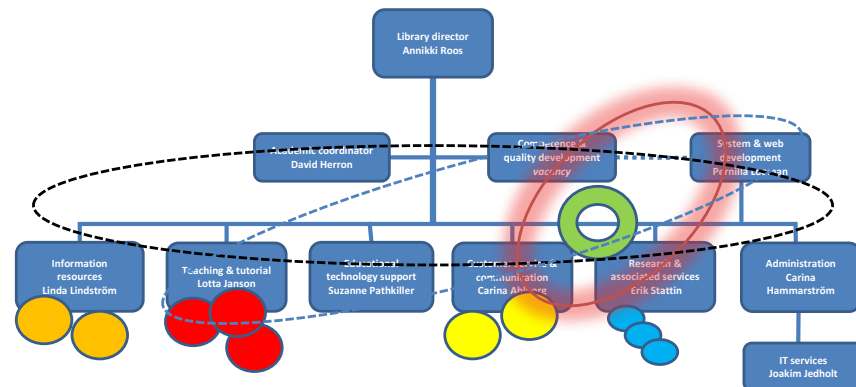
Karolinska Institutet University Library - KIB

- Six departments, two units
- 110 employees (fte)
- 160 MKr (about 16 M €)
- Two locations
- <https://Kib.ki.se>



How we work?

- Differences btw departments
- Delegation of power and responsibility
- Management group mature, unified, active and committed to common goals
- Deep dialogs after thorough preparation
- A special process for competence planning (Kompetensbaserad personalstrategi by Malin Lindelöw)
- Ambitious management development program
 - Group coaching
 - Book circle
 - Intern network for leaders who are not managers
 - Agil project management
 - A methodbank



How we work, cont.

- UX-competence group
 - Grupp for pedagogical development
 - Carte blanche-group
 - Shared leadership
-
- User-centered/
 - Cross-functional way of working
 - Agil software development
 - Projects



Conclusions

- Because of the uncertain future and the complex environment, a new way to manage and work is needed also in academic libraries
- To be able to create value to customers and owners, new innovative services and tools have to be developed together with customers
- The work environment has to be flexible and enable creativity. We need happy workers!
- We need to collaborate and communicate better than ever

THANK YOU!

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