

Building the Resilient Library

How (and Why) to Leverage Change and Become Indispensable

Contents

INTRODUCTION	1
PANELISTS	1
PRINCIPLES	2
PANEL INSIGHTS AND LESSONS LEARNED	2
What does it mean to be resilient, and to run a resilient library?	2
Setting the scene	3
Leveraging and creating change: practical examples	4
Securing organizational support	7
Examples of impact	8
Characteristics of library change agents	9
CONCLUSION	9

INTRODUCTION

Special librarians achieve sustainability by understanding that end user requirements and forces at work (e.g. new technologies, globalization and a mobile workforce) all demand change. Libraries and librarians can thrive in a changing world ...and become truly indispensable.

Building on last year's successful SLA Hot Topics session, "Adapt, Act and Thrive," at this year's SLA Annual Meeting Lucidea sponsored the second in our discussion series on the sustainable library. Attendees heard from visionary information professionals who know that "adapting" requires reacting positively to change - even creating change - and ultimately ensuring that change works in the library's favor. This whitepaper presents information shared during the event, combined with additional valuable insights gained from panelist interviews conducted in preparation for the discussion.

PANELISTS

Participants in this year's session, "Building the Resilient Library," shared many tangible examples of how and why special librarians must accept and embrace change, and even become change agents who are indispensable to their organizations. Our speakers, all users of Lucidea's ILS and KM products, were:

- [Jennifer Hermsen, Director, Knowledge Services, Kemin Industries, Inc.](#)
- [Karen McQuillen, Executive Director, Knowledge Services, ETS \(Educational Testing Service\)](#)
- [Cindy Moon-Barna, Director, CASE InfoCenter \(Council for Advancement & Support of Education\)](#)

Moderator Phillip Green (Lucidea's COO) facilitated the discussion. Each speaker gave in depth comments and practical advice, based on their own experience leveraging and creating change to help ensure the sustainability of their libraries - and ultimately to optimize their own roles.

PRINCIPLES

While each speaker had her own unique take on what it means to be resilient, and on how to create change that benefits her organization, the discussion surfaced four important principles:

- **Access and discovery** – give end users content they want, when they want it; market library products, expertise and services, and help users find information they don't even know they need
- **Independence** – focus on self-sufficiency with regard to software customization and management, as well as with core business processes
- **Integration** – select software and KM tools and adopt new technologies within the framework of existing systems and information architecture
- **Secure organizational support** - build credibility with leadership, structure the right teams (even virtual or with vendors), measure success, and ensure ongoing advocacy for library initiatives

PANEL INSIGHTS AND LESSONS LEARNED

What does it mean to be resilient, and to run a resilient library?

Resilience includes adapting to business challenges and new needs that librarians are faced with every day. Every organization has a mission, values and goals tied to a business strategy. There should be daily focus on what the library is delivering to promote those overarching goals, and a creative approach to how the library can add value based on organizational objectives.

All the speakers agree that librarians must evolve and repurpose their skills in order to stay in alignment with top level strategy - being resilient means being open to reinvention: of yourself and of the department. It's critical that librarians stay aware and involved in the long term strategic planning of the organization in order to provide information and services that support progress.

Accessibility and added value

Per Ms. Moon-Barna, CASE is an association library, with two sets of customers that the InfoCenter tries to serve: members, who are located all over the world, representing independent and international schools and higher education in general, and internal staff located in four regional offices (DC, London, Singapore, and Mexico City). Member organizations have their own libraries, so CASE is not a front line resource for them, which makes it challenging in terms of third party content and resources. **InfoCenter staff must demonstrate worth and value to the external audience at the same time they're doing so with internal staff - overcoming time zone challenges, offering regional resources, and making themselves as accessible as possible.** That means 24/7/365 "...we have to make connections for everyone...people with people as well as people with content...and we have to do this with a staff of 4."

Connectivity and imagination

At ETS, Karen McQuillen and her team believe that "resilience entails figuring out what information is needed based on reading the goals and objectives of your users...and then saying 'we can help you out in this way,' or 'we can share this information,' or 'we make it accessible here' – it's about being proactive."

Further, Ms. McQuillen commented "I've been in the business for 35 years and libraries have had nothing BUT change. You must keep your ear to the ground, keep abreast of what is going on in your organization...and focus on connecting people with information, or people with people...no matter what form that takes. I'm part of the "Connect and Develop" department...we report to the Chief Learning Officer, and our mission is to connect people with information that they need to do their work. **We're all about access and connectivity ...whether that's via SharePoint, through our Sydney ILS, our intranet, internal databases, ETS experts ...and we've been reimagining the ways in which we can add value, all along.**"

"Resilience entails figuring out what information is needed based on reading the goals and objectives of your users... and then saying 'we can help you out in this way,' or 'we can share this information,' or 'we make it accessible here' – it's about being proactive."

Change agents share certain characteristics; they are :

- *Visionary – the ability to imagine expanded relevance and influence*
 - *Innovative – using classic skills in new ways and finding new tools*
 - *Strategic – tying content, products and services to organizational business needs and objectives*
 - *Proactive – creating opportunities for the library to contribute and participate*
 - *Networked – with connectivity to company leadership, other departments, professional peers*
-

“We have to adapt to business needs...core skills and processes don't change, but being resilient means evolving and repurposing skills and helping people understand the value.”

Alignment and integration

Ms. Hermsen firmly believes that “being resilient means that we have to adapt to business needs.” **Every organization has values and objectives, such as innovation, cost management, or effective business processes. The library needs to promote those and integrate with those.** Knowing the strategic drivers helps you focus ...you'll know where to put resources and where to put efforts. Core skills and processes don't change ...the Kemin library evolved from a records center, and is now a hybrid of records, information management, library services and knowledge management ...but “being resilient means evolving and repurposing skills and helping people understand the value.”

Setting the scene

The Accessibility Challenge

ETS is a nonprofit organization that advances worldwide quality and equity in education by creating assessments based on rigorous research. They develop, administer and score more than 50 million tests annually in more than 180 countries, at more than 9,000 locations worldwide. In addition, they conduct educational research, analysis and policy studies, and develop a variety of customized services and products for teacher certification, English language learning and elementary, secondary and postsecondary education.

Executive Director Karen McQuillen explained that the need to implement an ILS was pressing back in 1987, and this is when they implemented Sydney. They needed to catalog their various collections (books, general library collection, archives and test instrument collection) and deliver online access throughout the global organization. “Everything was in card catalogs in different field offices ...at the time we needed to network all that information, work across time zones, know who had what and knew what within ETS ...and make it searchable. With our recent implementation of SydneyEnterprise, we've subsequently integrated third party content and are taking full advantage of discovery-enabling tools such as faceted searching and the ability to associate related content.”

“We want the test collection and the ETS researcher database to be widely disseminated - part of our mission is to make our test collection publicly available, and Lucidea's ILS and KM technology gives us the major conduit through which to do that .”

Ms. McQuillen also stresses that public access is extremely important. The test collection and the ETS researcher database are available to the public via the internet. “We want it to be widely disseminated - part of our mission is to make our test collection publicly available, and Lucidea's ILS and KM technology gives us the major conduit through which to do that.”

Impact through integration

Kemin Industries is a global bioscience company that develops innovative nutritional and health solutions for a growing and changing world. Their researchers discover molecules and understand how to manufacture them to deliver important benefits to people and animals. Kemin has 2,000 employees worldwide, manufacturing plants located in 8 countries, and business operations in over 90 countries.

With the vast volume of content generated by Kemin researchers and the equally extensive volume of external content they consult, Kemin had lost the ability to connect employees to the documents and information they needed. At a minimum they needed a new interface for retrieving documents, and to move beyond small one-off databases that only filled department or functional area requirements.

The knowledge management challenge required a focus on integration between divisions, departments and various existing systems and data repositories, as well as a close partnership between the IT team and the Knowledge Center staff. Per Ms. Hermsen, “We knew that we had to figure out how to get the same information out to more people. We worked very closely with IT and with the business owners (of both process and content) to see opportunities and offer information management insights; we really took an integrated approach to solving the challenges.”

Kemin concluded that a social library system was the answer, and would foster the necessary integration while offering solid security and permissions management. It's searchable, it integrates with existing systems, pulling content from each to be delivered through a central venue, and it fosters collaboration so that people worldwide can work together. Kemin has teams with members from India, Singapore, and the U.S. for example, working on product development, regulatory and marketing initiatives.

For Kemin, there are two other critical elements of a social library platform. First, mobile access so that people can use it wherever they are and whenever they need to – it integrates with their individual workflow. Also, users must be able to find people and experts. Ms. Hermesen sees connecting people as a kind of integration; she remarks that “integrating our social library with our HR system for expert profiles would be great, but the I.T. department project load is too much and they don't yet see the business value.”

IT approved independence

The Council for Advancement and Support of Education (CASE) is an international professional association serving educational institutions and the advancement professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas. CASE helps its members build stronger relationships with their alumni and donors, raise funds for campus projects, produce recruitment materials, market their institutions to prospective students, diversify the profession, and foster public support of education.

When Cindy Moon-Barna joined CASE, she already had a good idea of the kind of knowledge management platform she wanted, based on the challenges of leveraging SharePoint at her previous job, where she had already begun a search for alternatives. ***CASE has a very small IT department with other priorities, so it's imperative that the KM system enable independence from the IT staff.***

With her new system, Ms. Moon-Barna is able to create her own databases, do her own configuration, turn functionality on and off, play with subject headings, simplify everything and customize it for CASE's members and internal staff. She also manages their large collection of photographs which are part of the institutional archives, completely customizing the metadata on her own, and is about to undertake a significant digitization project that will ameliorate the images' current geographic dispersal.

So happy is the IT department that they are now paying for CASE's Presto KM system out of their budget. Per Ms. Moon-Barna, the KM implementation has “helped build the InfoCenter's reputation and credibility with IT. They are happy because they don't need to pay for and allocate server space anymore, and they don't have to administer the KM application since it's a hosted solution.”

Another way in which the InfoCenter has eliminated dependence on the IT department is by building a searchable request tracking database that includes not only the questions and information about the requesters, but also includes the answers and the resources used to do the research. This has allowed the IT department to get rid of the shared mailbox previously used for requests, and move the archived emails to the new database. Once the InfoCenter fully leverages functionality to submit requests directly to the KM system database, Outlook will no longer have a role in research request workflow.

Leveraging and creating change: practical examples

Each of the panelists offered a wealth of examples that demonstrate changes in services, skills, products, visibility or impact.

CASE InfoCenter – Marketing through Competence

When Ms. Moon-Barna joined CASE, the first thing she learned was that based on an internal survey, ***“Only 8% of membership was aware that the InfoCenter existed. There were even discussions about whether it was needed.”*** She knew that her priority had to be a focus on marketing, building visibility, showcasing the collection, and increasing awareness of skills and services.



"InfoCenter staff must demonstrate worth and value ...overcoming time zone challenges, offering regional resources, and making themselves as accessible as possible...that means 24/7/365 ...we have to make connections for everyone ...people with people as well as people with content ...and we have to do this with a staff of 4."

But wait, there's more!

The biggest thing the InfoCenter has done is to become a resource for the Programs Department, which produces all the CASE conferences and member events. By marketing themselves, delivering on what they promise and proving their impact, the InfoCenter has achieved integration with CASE's most important functions, initially Programs. Ms. Moon-Barna and her staff attend conferences, and get involved with other departments including Alumni Relations, Branding, and Donor Relations. She mentioned that department heads now routinely ask the team to participate in conferences and meetings because they're great on-site resources. "We say 'these are the topical collections we've created; this is what we do; these are the services we provide.' Some members still say 'Oh, we didn't realize we have access to an InfoCenter' so simply letting them know we are here drives business."

Reputation building

CASE's level of conference activity is high. For example, there are two conferences per year where the CASE Bookstore has a presence, and Ms. Moon-Barna is on the Books team, so she participates. There is a CASE publication on standards for gifts accounting; it's a core text with guidance on how organizations should count the gifts they receive and how they should count alumni participation, for example. The InfoCenter research provided for this publication feeds into "giving statistics" that are presented in the U.S. News & World Report research on the topic.

Virtual presence

Per Ms. Moon-Barna, "CASE hosts approximately 65 events per year so InfoCenter staff cannot participate in all of them, but we went to 7 or 8 in the past year, which is an upward trend. ***We also participate in CASE online communities which allow the InfoCenter to have a virtual presence at the conferences when we cannot attend.***" ***This is part of a strategy that includes attaching to existing channels and leveraging them to advertise and promote the InfoCenter, as well as to disseminate information.*** The library even has a social media presence that includes tweeting about CASE content and writing blog posts.

User-centered strategy

The InfoCenter built what's called the 'Good Question Archive' on the organization's website. There are two CASE membership tiers; Premier Members have full access to InfoCenter content and can leverage an "Ask the InfoCenter" option to request personalized research assistance. In addition, Premier Members have access to the 'CASE Files' containing data on topics such as the largest gifts in education, largest campaigns undertaken by higher education institutions, and unusual gifts. The InfoCenter is starting to create resources that general membership can access, which will further increase departmental presence and reputation.

Omnipresence

An additional upcoming change is the upcoming launch of the InfoCenter catalog for CASE staff. It's never been shared outside the InfoCenter, but the team wants it to be available 24/7/365 as an internal resource.

Ms. Moon-Barna comments: "We're doing much more marketing of library and InfoCenter services, and we're working hard to overcome stereotypes. ***The InfoCenter has 4 staff, and we support an internal user base of 100 worldwide, with 65 of them co-located in DC with us. There are approximately 80,000 CASE members, representing 3600 educational institutions across the world, and we reach out to all of them.***"

Kemin Industries – Identity through Integration

At Kemin, the library - known as the Knowledge Center - traditionally supported only the Research and Development division. Their original remit didn't include support for Marketing, Sales, Engineering or other important departments. *(continued on next page)*

Through creating a Social Library, meaning a library collection and Web presence that everyone could access, worldwide, the Knowledge Center was able to diversify their portfolio of products and services beyond R&D support – facilitated by bringing in Presto, a technology that opened up opportunities.

"We worked very closely with IT and with the business owners (of both process and content) to see opportunities and offer information management insights; we really took an integrated approach to solving the challenges."

Evidence-based strategy

Continuing the strategy of integration via technology, Ms. Hermsen confirms that "information in our content management and records management systems is now pulled into our Presto social library – the central repository that delivers it where users want to access it. We worked with the different business divisions (along with the IT department) to analyze existing tools and information retrieval workflows, and optimize the process for end users. We want to pull more people toward the social library ...we don't want them to go to 15 different places to find what they need to do their jobs. We're trying to promote behavioral change now."

Process improvement

Ms. Hermsen also states that the Knowledge Center is a frontrunner in Kemin's strategy of using technology to promote business process improvement throughout the company. For example, development of internal research papers and the associated review process took several days and worked out to a cost of \$1K per document. With Knowledge Center involvement, Kemin has now "implemented an automated workflow that cuts that time and cost in half."

Downstream impact

Also with regard to business processes, Ms. Hermsen and her IT department colleagues are "[trying] to reframe how Kemin leadership see expenses...for example, we're moving to SharePoint and Office 365 ...and working with IT to figure out how we get leadership to see that as an operating expense rather than a capital expense." The next integration and business process improvement push involves a focus on getting involved with big corporate projects such as a new ERP system.

"It's important to tell stories with metrics that tie back to real organizational goals."

Measure and repeat

The Kemin Knowledge Center team of today is very conscious of the power of measurement and metrics, using them to the library's advantage. Survey results feed into this strategy: **"We solicit regular feedback from our users and work to change or improve things where needed, always keeping an eye on making our resources secure, searchable and findable."**

Raise your hand

What's the next change? Per Ms. Hermsen "The library has always had an 'identity issue. It can be so much more than what people give it credit for. So we're going to start a rebranding campaign."

The library has always been seen as very stand-alone, but it reports to the Marketing Department now, which means help with an internal marketing campaign is assured. The messaging? "Anything you need is available in the library – if you need information, or content, or images ...where should you go? Our library. We offer records; digital assets; access to third party content; market research; patent data ...users starting with the library will have a better experience."

ETS – Access and Discovery

Library user self-service is often seen as a threat to the profession, but at ETS increasing options for self-service is a change actually created by the library. Per Karen McQuillen, **"One of the things we've done is really focus on bringing the databases to the people."** This allows librarians to play a more consultative role, and to spend more time doing in depth research that adds a great deal of value.

Added value

Freeing up librarian time also enables specialization, resulting in job satisfaction and a competitive advantage for the organization. Ms. McQuillen explains that “We now have a librarian dedicated to the Growth and Innovation unit. She attends their meetings, finds out what they need, and works on research projects for them. The Growth and Innovation unit is a very important high visibility place for Knowledge Services to be. Unlike ETS researchers, people in that unit weren’t used to having a library and didn’t know what we could provide. Growth and Innovation is part of the Product Development division, and working with them gives Knowledge Services real visibility to the COO. We need to get and stay close to the areas that need knowledge the most.”

“We now have a librarian dedicated to the Growth and Innovation unit... which is part of the Product Development division, and working with them gives Knowledge Services real visibility to the COO. We need to get and stay close to the areas that need knowledge the most.”

Visible expertise

ETS is now looking for a Data Librarian, and has asked for Knowledge Services help in structuring the role and finding the candidates. The same librarian who supports the Growth and Innovation unit participates in the Big Data Group, and heard about the imperative to find, catalog and make available the test data that is held all over the place. It’s on shared drives, desktops, and in physical files scattered throughout ETS locations - meaning that ETS researchers often reinvent the wheel or undertake a whole new study. Ms. McQuillen remarks: “The challenge of cataloging the test data is significant; but we heard about it and now we are taking it on.”

Getting social

Another example of change is that **ETS is using enterprise social platform Yammer as an internal communications tool**. Historically, SharePoint was used for collaboration but now it’s all about Yammer. Per Ms. McQuillen, “[Yammer has] a much nicer interface ... it’s easier to use, and more interactive.” **Her team ensures that people go there to look for ETS-related news. There are 30 different topics routinely vetted and updated by Knowledge Services and it’s how external information of interest to ETS staff is shared – providing another important access point.**

Classic for good reason

SharePoint is still a key platform for ETS, and the Knowledge Services team is heavily involved in the implementation. It has opened a lot of opportunities for providing access to content. For example, the KS teams posts documents on SharePoint and then backward links to them from Yammer. Librarians help the IT team organize SharePoint sites and develop taxonomies, essentially using classic library skills to build visibility and expand influence. Ms. McQuillen says **“This is a change in how we work and what tools we work with, but it’s still very much rooted in core library skills.”**

Meet people where they are

Sometimes change is a lot closer to home. The ETS physical library recently moved across campus to the main Corporate building, putting them much closer to the President and the Chief Officers. This makes Knowledge Services very visible and much more accessible – and in addition to having already enabled self-service research, the new space means they can now enable self-checkout ...yet another positive development.

Securing organizational support

Top down advocacy is critical to the sustainability of special libraries, because without support from organizational leadership, budgets for staff, technology, content and other resources are likely to dwindle in these days of cost-consciousness and a prevailing “just Google it” mentality. It’s also important to find champions at all levels of the organization who will advocate for you, because that will flow up to your leadership.

Impress people ...early and often

Having new leadership often presents a terrific opportunity for the library to shine, as is true for the CASE InfoCenter. Per Ms. Moon-Barna, “We have a new president this year, and fortunately she is a great user of the InfoCenter. As she is getting up to speed, she is continually meeting with different boards, our international members, trustees, and other association leaders in the DC area as well as higher education leaders.

“Organizational support is a natural byproduct of getting and keeping a seat at the table. You need to align and integrate departmental goals and accomplishments with leadership’s business strategy. People won’t play nicely with you if they don’t see the value.”

For all these meetings our team provides her with really in depth briefing materials that are similar to prospect research. Each meeting might require up to 20 individual 'bios.' Doing these has established our credibility and shows what we can do ...and it has also required building a new skill set for some of the InfoCenter staff. We're developing templates for the deliverables, and we've had to take on some new research tools to help." Their President is promoting the InfoCenter everywhere she goes, presenting it as a real advantage for members and other stakeholders. As a result, they're receiving more requests from outside the U.S., and they're getting much more involvement in larger business development projects as a result. Helping the new President establish her credibility has created a huge marketing and reputation-building opportunity for the InfoCenter.

Promote your portfolio

For Ms. Hermsen at Kemin, "Organizational support is a natural byproduct of getting and keeping a seat at the table. If you participate and present, you establish credibility. And don't forget, it's more than OK to be a hybrid department that serves many purposes; it can be an advantage to have a full portfolio of valuable offerings and services. You need to align and integrate departmental goals and accomplishments with leadership's business strategy. People won't play nicely with you if they don't see the value." Once they do, and they know it's sustainable, they'll be comfortable advocating for you.

Speak their language

At ETS, the Knowledge Services group reports to the Chief Learning Officer, who per Ms. McQuillen "luckily [already] understands libraries and the value they bring." ***For knowledge services staff, a new angle is being able to "define how a new piece of software or a new 3rd party service will add value...using terminology that makes sense to the audience, rather than library terminology." Demonstrated success at ETS means showing connectivity rather than talking about "library stuff."*** Knowledge services staff ensure visibility to the collection, and they routinely collect and share metrics that are tied as much as possible to the goals and objectives of the organization. For example, if an ETS researcher asks for the number of teachers in the US, the ultimate purpose is to figure out where ETS can market new teacher exams. Ms. McQuillen and team know ***it's important to tell stories with metrics that tie back to real organizational goals ...and tie the Knowledge Services function to where the money that funds ETS activities is coming from.***

Examples of impact

Measure it, manage it

At CASE, the InfoCenter collects a lot of metrics through their request tracker, down to a very granular level. They capture the number of requests; time spent per request; requests by country, by region, by topic, by institution; requests that take more than 7 hours per year, and data even down to the individual requester. All of this information helps them structure products and services, as well as continued marketing efforts.

They're now a long way from the days of 8% member awareness of their existence. For questions originating from their member network, request numbers are trending down but are taking longer to handle per request. Per Ms. Moon-Barna, ***"...questions are getting harder now that they know more about what we can provide." The Google analytics they use for the website show that usage of their online collections is way up, and they are adding 6 or 7 new topical collections per year. Internal staff library usage is trending upward, month on month.***

Analytics tell stories

The Kemin Knowledge Center staff are Google analytics power users, and can see and demonstrate that usage of library resources is really high and growing. ***They also use HubSpot for internal marketing, and they leverage data collected there to develop strategies for driving traffic to the social library, or for how to boost non-US engagement with library services, for example.*** They drill down to data on individual product offerings and can see that some of them, such as 'What's the CEO Reading?' are really well received.



20/20 vision

With Knowledge Center help, Kemin is also looking at big data - quantifying current data storage requirements and costs and analyzing how those will grow in the future. They're calculating the ROI and folding that into a business case for Office 365, and hoping to move it to an operating expense rather than a capital expense. Per Ms. Hermsen, it will be a tough sell "since savings are further downstream, but I think we can demonstrate that we can't afford to keep servers on premises anymore." **Looking at future positive impact of change is just as important as analyzing today's results.**

DIY delivers benefits

At ETS, metrics show that the move to encouraging self-service is successful, because usage of internal databases is going up annually – at least 5% year on year. Also, the EBSCO "eDiscovery" portal that Knowledge Services uses to integrate third party content has doubled interlibrary loan requests; qualitative input confirms that it's enabled people to discover resources that they didn't even know existed.

Characteristics of library change agents

Library leaders and other information professionals who make change work to the advantage of the department and function share certain traits. We asked our panelists to offer advice on what it takes to consistently leverage change, based on their own experiences running increasingly successful libraries over time.

"You need to learn what users' pain points are, and ask 'what can we do better to serve you and help you do your job?'"

Yes, it involves thinking outside the box...

Karen McQuillen puts focus on "Creativity...the ability to look at needs and imagine how the library can fulfill them." **What can you use your classic skills to enhance? Where can you add value beyond the obvious?** Get on teams, stay on top of what is going on at your organization by reaching out to people. Make connections and network internally ...this might mean going outside your comfort zone. "It's critical to demonstrate greater value and relevance than Google ...and never rest on your laurels."

Focused support

For Jennifer Hermsen, "a commitment to finding ways to motivate and reward your team for embracing change is critical –congratulate and appreciate." She advises librarians to **focus on continual learning and improvement so that you can offer valuable insights about the business.** "Read a lot, and target your messaging to different influencers within the organization ...you can even send relevant HBR or MIT articles to people so that you're on their radar screen and they know you "get it." Attention to detail helps you spot where the opportunities for impact are. Conscious cultivation of leadership qualities is important and will help you make it clear why you and the library are important. Finally, "you need to become an expert on many subjects, not just taxonomies ...you should know enough to be dangerous."

Open mind, open door

At CASE, successful change agency requires an open mind. Per Cindy Moon-Barna, "...you need to give everyone the benefit of the doubt, especially when you are new to an organization. If you are working with leaders outside your direct chain of command you need to learn what their pain points are, and ask 'what can we do better to serve you and help you do your job?'" In addition, she recommends that library leaders keep an open mind about what it means to be an advocate for the department – to be seen by your team as willing to go to bat for issues that matter to them. She asserts that change management requires communication... especially when library staff are uncomfortable. That's when there is the greatest need to be transparent. "Communicate as much as you can, tell your team what's going on... and what the ramifications are. Finally, keep an open door policy – because silence creates rumors and makes people anxious."

CONCLUSION

Resilient libraries are run by resilient librarians – professionals who can bounce back from unexpected and uncontrollable events that impact libraries and librarianship today and not simply recover from, but triumph over challenges – even creating positive change.

"You need to become an expert on many subjects, not just taxonomies ...you should know enough to be dangerous."

Many Lucidea clients fit that description, and they share the following attributes. They are:

- Visionary – with the ability to imagine expanded relevance and influence
- Innovative – using classic skills in new ways and finding new tools
- Strategic – tying content, products and services to organizational business needs and objectives
- Proactive – creating opportunities for the library to contribute and participate
- Networked – with connectivity to company leadership, other departments, professional peers

"It's critical to demonstrate greater value and relevance than Google ...and never rest on your laurels."

Our SLA 2015 panelists are all change agents who make change work for their departments and for themselves as they stay focused on the above principles. Two of our speakers have had promotions during the past year, and one of them has demonstrably turned around a tenuous situation as the new leader of her department.

A resilient librarian is a change manager. Accepting the new, the different, the exciting, the inconvenient - even the stressful - and developing a strategy for managing it can be extremely empowering. As our speakers have shown, leaders who successfully manage change both reassure and inspire their teams – and individual contributors who navigate change build a professional confidence that allows them to thrive. When you imagine and plan the best future for special libraries, think “change agency,” and resilience rather than resistance.



Lucidea is a knowledge management software and solutions company that provides the infrastructure and business process know-how to help information intensive organizations easily collect, organize, and leverage their corporate knowledge. Our products improve accessibility and use of information assets for the people who need this knowledge most – employees and customers – resulting in higher employee productivity, lower operational costs and increased customer satisfaction. With a global customer base of more than 2,300 active clients in more than 50 countries, Lucidea is the largest provider of knowledge management solutions to corporations, law firms, non-profits, government agencies, museums, and archives worldwide.

(Corporate Headquarters)
 1115 - 13560 Maycrest Way
 Richmond, BC V6V 2W9 Canada
 Phone: 604-278-6717 Fax: 604-278-9161
 Email: sales@lucidea.com

(USA Headquarters)
 600 Unicorn Park Drive
 Woburn, MA 01801 USA
 Phone: 781-938-4444 Fax: 781-938-4446
 Email: sales@lucidea.com