Growing a Learning Organization

Ranganathan’s Law #5: The Library is a Growing Organism

Margaret A. Zirpoli
Learning Organization Librarian
UC Santa Barbara Library

ACRL-NET Annual Conference
May 8, 2014
Growing a Learning Organization

Ranganathan’s Law #5: The Library is a Growing Organism

Margaret A. Driscoll
Learning Organization Librarian
UC Santa Barbara Library

ACRL-NEC Annual Conference
May 9, 2014
A. I've never heard the term 'learning organization'

B. I've heard the term 'learning organization' but don't know much about it

C. I know about 'learning organizations' but wonder how it applies to libraries

D. I'd like my job title to be so easy to shorten (LOL)!
Understanding the Learning Organization environment
(Senge, 1990)

Learning organization is ...

place where employees excel at creating, acquiring, and transferring knowledge.

Building blocks

(1) a supportive learning environment

(2) concrete learning processes and practices

Organizational benefits

Learning organizations were generally shown to foster improved performance through continuous learning (Herrera, 2007).

Continuous learning is the key factor for organizational...
CornerStone:

Systems thinking

Disciplines or "Component technologies:"

Personal mastery
Mental models
Building Shared Vision -
Team learning
A learning organization is ... a place where employees excel at creating, acquiring, and transferring knowledge.
Building blocks

(1) a supportive learning environment

(2) concrete learning processes and practices

(3) leadership behavior that reinforces learning

Garvin, Edmonson, Gino (2008)
Organizational benefits

Learning organizations were generally shown to foster improved performance through continuous learning (Herrera, 2007).

Continuous learning is the key factor for organizational performance improvement (Song, 2008).
Identity

Mission

Values

Strategic Goals

Competencies
Encourage
Aligning with vision
Accepting accountability
Engaging with the process
Sharing knowledge

You're gonna be a big success.
Support In-Place @ UCSB Library
COMMITMENT

Full-time position on 'Organizational Development & Effectiveness' team
+ Employee Engagement Team
& Effectiveness’ team
+ Employee Engagement Team

Funds

Librarian Professional Development (each)
$ 750 (union) + $ 750 (Lib) = $ 1,500 / year

General Organizational Development and Training
$ 70,000 / year
General Organizational Development and Training

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**Union Contract**

< 40 hrs/yr paid

**University Policy - All Employees**

< 80 hrs/yr paid
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TIME


A. The culture at my library is totally ready to support continuous learning

B. The culture at my library financially supports learning for Librarians only

C. The culture at my library supports learning but not in any systematic way

D. This would be a huge culture shift for my library
# Make-up of a Strong Trunk

## Library Learning Organization Questionnaire

### INDIVIDUALS (in general) ...

1. openly discuss mistakes in order to learn from them.
   - 1 2 3 4 5

2. identify skills they need for future work tasks.
   - 1 2 3 4 5

3. help each other learn.
   - 1 2 3 4 5

4. can get money and other resources to support their learning.
   - 1 2 3 4 5
Library Learning Organization Questionnaire

INDIVIDUALS (in general) ...
1 = Almost Never  5 = Almost Always

1. ... openly discuss mistakes in order to learn from them.
   1 2 3 4 5
   ○ ● ○ ○ ○

2. ... identify skills they need for future work tasks.
   1 2 3 4 5
   ○ ○ ○ ○ ○

3. ... help each other learn.
   1 2 3 4 5
   ○ ○ ○ ○ ○

4. ... can get money and other resources to support their learning.
   1 2 3 4 5
Top 10 Benefits of Lifelong/Continuous Learning

By Nancy Merz Nordstrom

1. Lifelong learning leads to an enriching life of self-fulfillment.

According to one lifelong learner from New York, “We base everything on the belief that our capacity to learn and grow does not decrease as our years increase.” Concludes Nordstrom, “Through academic learning, educational adventure travel and our renewed sense of volunteerism, we expand our awareness, embrace self-fulfillment, and truly create an exciting multi-dimensional life. It doesn’t get any better than that!”
Learning & Growth Opportunities
(plus a sneak-peak at May online courses)

Opportunities for All Library Staff
APRIL Training Essentials Theme:
TIME MANAGEMENT

Feeling overwhelmed?
Time flying past with too much to do?
Let’s simplify this month ...

Getting Things Done: Enhancing Productivity
Workshop offered three separate times (for your convenience)
All in the Mary Cheadle Room
Friday, April 25 9-10am 2-3pm
Monday, April 28 12-1pm (brownbag)

Facilitated by Mallory Gianola, Sarah Steinman, and Margaret Driscoll

Improving Your Organizational Skills –
Your Desk, Calendar, and Files
Webinar group viewing Classroom 1575
May 1 11am-12pm

Sign-up here: http://tinyurl.com/TimeMgmtEssentials
Drop-ins also welcomed

ACQUISITIONS, CATALOGING & DATA CURATION

Apr 2: Linked Open Data Faculty presentation (11am-12pm Mary Cheadle Room)
Apr 3: Ask-Measure-Learn to Gain Actionable Insights from Your Big Data
Apr 4: Cataloguers webinar/pizza party (11:30am-1:30pm Mary Cheadle Room)
Apr 9: Saying Goodbye to the Electronic Resources Fund - $43-59
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Apr 9: Saying Goodbye to the Electronic Resources Fund - $43-59
Apr 10: Streamline Your Negotiation: Creating & Updating a License Template for Your Institution $35-50
Apr 17: RDA for Music: Popular Music, Jazz, and World Music Audio Recordings Group viewing purchased

Online Courses:
- Getting and Cleaning Data - April
- The Data Scientist's Toolbox - April
- Cataloging and Classification - Apr-Jun $380
- Cataloging II: Beyond the Basics - May $175

ARCHIVES AND SPECIAL COLLECTIONS

Apr 29: New Depository Librarian's Institute (GPO- Virtual pre-conference)
Apr 29: Low-Cost Ways to Preserve Family Archives
Apr 30: Preserving Family Collections
Online Courses:
- Maps and the Geospatial Revolution - Apr/May
- Describing Photographs for the Online Catalogue - May $175

ASSESSMENT

Apr 29: Dress your Data for Success: Data Visualization Strategies for Library Assessment - $50-90

COLLECTION DEVELOPMENT & MANAGEMENT

Apr 10: Weeding: The Plan

DATABASES, ERESOURCES & REFERENCE

Health and Wellness Competencies (starts every Tuesday) - $25
Subject Area Reference (Mini-courses) (start every Tuesday) - $25
Apr 2: Uncovering the Story behind the Headlines
Apr 4: MBA in a Day - Management (RUSA) - $40-65
Apr 8: Evaluating Discovery: How tools Affect Undergraduates' Research Practices
Apr 15: Beyond an Apple a Day: Providing Consumer Health Information at Your Library - Part 1 of 2
Apr 21: Reference Interview 101 - $130-210
Phase 1
Fall 2013

Communicate value of continuous learning

Promote learning opportunities regularly

Provide leaders with the opportunity to mentor/coach those they lead → Philosophy of Supervision course

Measure the results of time/resources spent on training
→ Track training and costs
→ Assess learning events (feedback forms)

Make 'lessons learned' available to all employees → Posted survey analysis for all staff access on the wiki
Phase 1

Fall 2013

Provide leaders with the opportunity to mentor/coach those they lead → Philosophy of Supervision course
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--> Assess learning events (feedback forms)

Make 'lessons learned' employees --> Posted Su
Make ‘lessons learned’ available to all employees. Posted survey analysis for all staff access on the wiki.

[Image: Learning Organization Survey Results]

- **UPDATE:**
  - This presentation, *Growing a Learning Organization Environment*, was given at the Department Head meeting January 21, 2014. The presentation provides an overview of the survey results as well as learning programs initiated in the first six months of the Learning & Growth Program.
  - **HANDOUTS:** Growing a Learning Org Environment (PDF)

- Please see the attached report which outlines the responses received to the Learning Organization Survey between August 22nd and September 3, 2013. The analysis outlines:
  1. the things we do more often than not
  2. the things we do an average amount of the time (as if no program to become a learning organization existed), and
  3. the things we do significantly less often than we maybe should to be considered a learning organization.

- This information is considered our ‘baseline’, and in two years this survey will be administered again and responses compared to this ‘baseline’.

- **2013 Library Learning Organization Questionnaire ANALYSIS.docx**

We received 64 responses, with very few questions unanswered. With a staff total count of 147, this is a response rate of 43.5%.

**Responses By Role**

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<thead>
<tr>
<th>Role</th>
<th>Count</th>
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<tbody>
<tr>
<td>Administrator</td>
<td>1</td>
</tr>
<tr>
<td>Librarian, non-supervisory</td>
<td>10</td>
</tr>
<tr>
<td>Librarian, supervisory</td>
<td>5</td>
</tr>
<tr>
<td>Staff, non-supervisory</td>
<td>19</td>
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<tr>
<td>Staff, supervisory</td>
<td>20</td>
</tr>
<tr>
<td>Role unidentified</td>
<td>9</td>
</tr>
</tbody>
</table>
Phase 2
Winter/Spring 2014

- Student Assistant On-Boarding Program
- Learning & Growth 2014 Speaker Series
- Promote learning opportunities regularly
- Communicate the value of continuous learning
- "Training Essentials" Series
Learning & Growth 2014 Speaker Series

Communicate the value of continuous learning

Promote learning opportunities regularly
Student Assistant
On-Boarding Program
Training Essentials Series
Phase 3 and Beyond

Build alignment of vision across different levels & working groups

- Communicate Mission, Vision, and Values widely, frequently, perpetually
- Aid individuals/groups in identifying personal connection with Mission/Vision/Values

Employee Recognition Program: "Living the Values"

Collaboration, Diversity, Integrity

Innovation, Leadership, Research & Learning

Plan and provide training on:
- Time Management
- Coaching for Engagement
- Dynamic Teams
- Leadership at all Levels

Build up-to-date database of employee skills -- "Expert Directory" to build cross-departmental teams
Promote learning opportunities regularly

Communicate the value of continuous learning

3 and Beyond
Phase 3 and Beyond

Build alignment of vision across different levels & working groups

--> Communicate Mission, Vision, and Values widely, frequently, perpetually

--> Aid individuals/groups in identifying personal connection with Mission/Vision/Values

Employee Recognition Program: the Values

Build up-to-date skills --> "Explore cross-department"
Employee Recognition Program: “Living the Values”

Collaboration
Diversity
Integrity

Innovation
Leadership
Research & Learning
Build up-to-date database of employee skills → "Expert Directory" to build cross-departmental teams
Plan and provide training on:

- Time Management
- Coaching for Engagement
- Dynamic Teams
- Leadership at all Levels
Benefits to Library