

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

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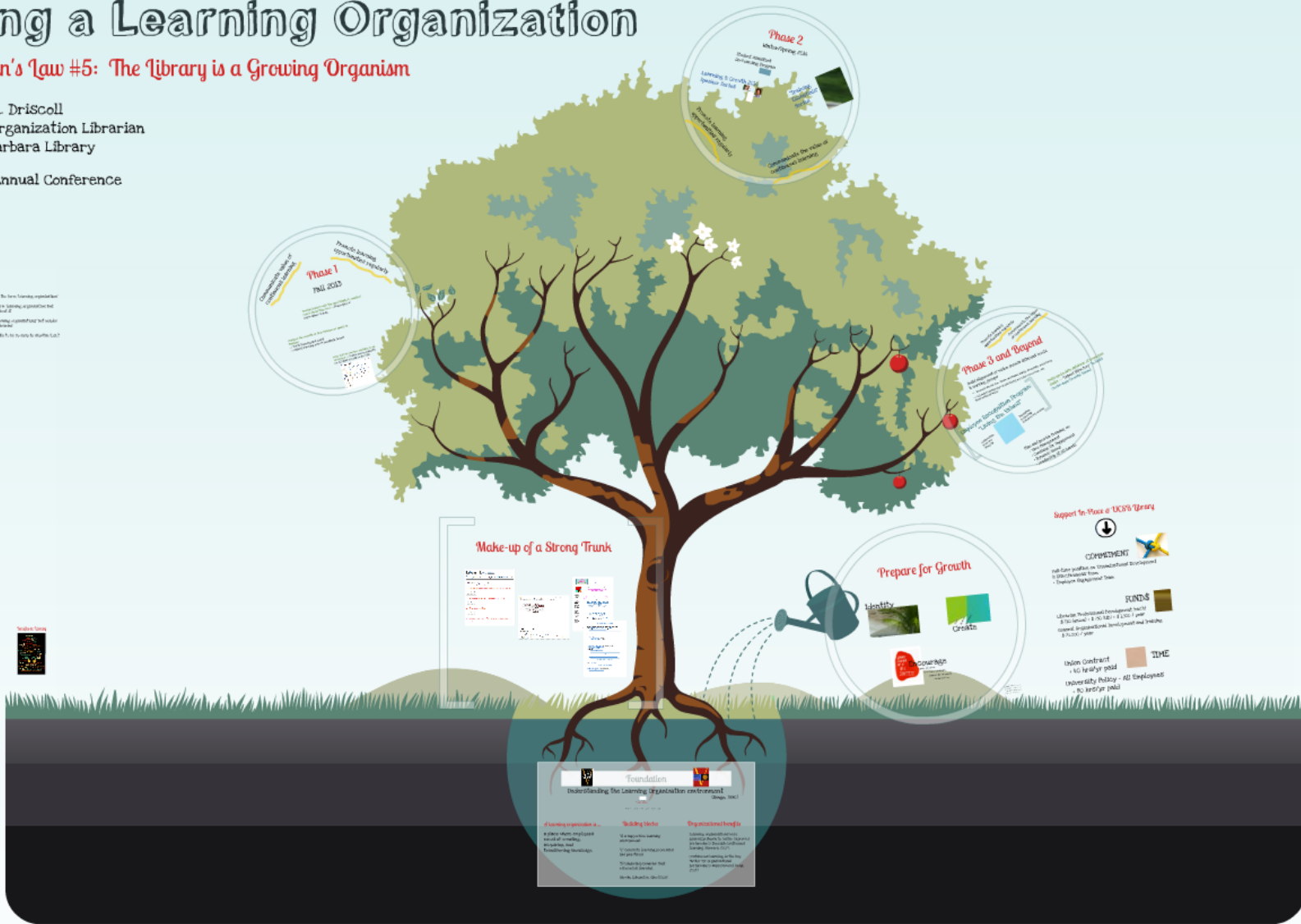
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© The water level of the tree trunk represents
the level of the library's learning organization
and the level of the library's
learning organization. The level of the
learning organization is the level of the
learning organization.



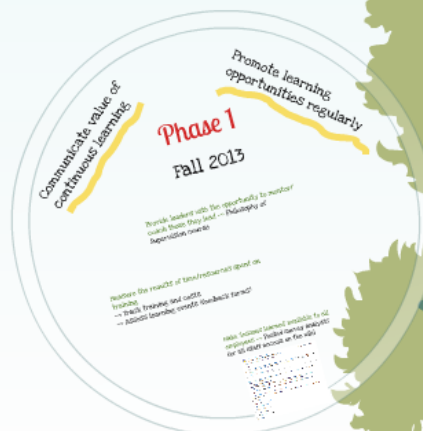
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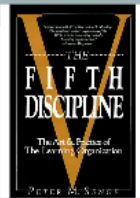
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- A. I've never heard the term 'learning organization'
- B. I've heard the term 'learning organization' but don't know much about it
- C. I know about learning organizations but wonder how it applies to libraries
- D. I'd like my job title to be so easy to shorten (LOL)!



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Foundation



Understanding the Learning Organization environment (Senge, 1990)



Personal mastery -- Mental models -- Building shared vision -- Team learning

Learning organization is ...

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

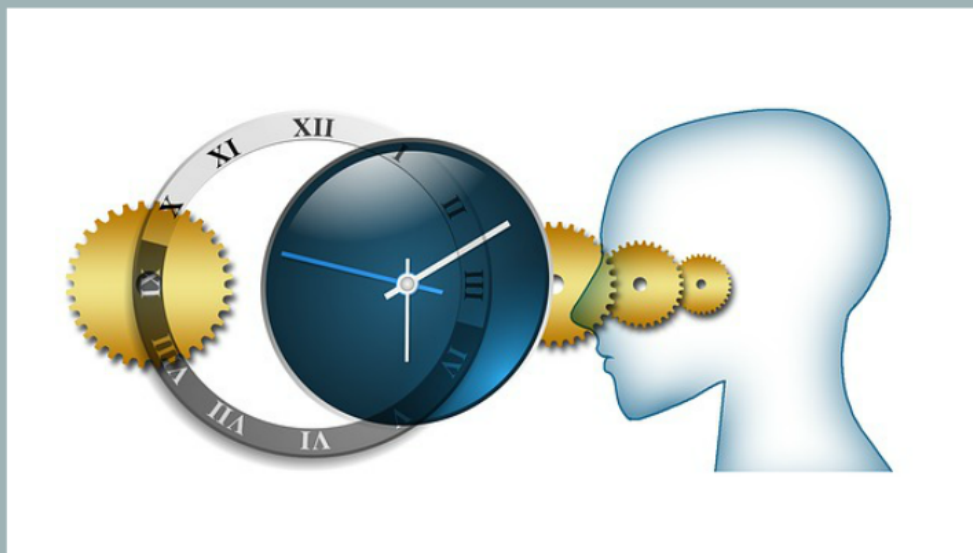
Building blocks

- (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



<http://pixabay.com/en/clock-time-face-blue-64263/>

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).

Prepare for Growth



Identity



Create



Encourage

- Aligning with vision
- Accepting accountability
- Engaging with the process
- Sharing knowledge

4. The culture of an library or family needs to support continuous learning
5. The culture of an library or family supports learning for the future only
6. The culture of an library or family supports learning for the future only
7. The culture of an library or family supports learning for the future only

Full
& E
+ E

Lib
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Identity





Create

YOU'RE
GONNA
BE A
BIG
SUCCESS

Encourage

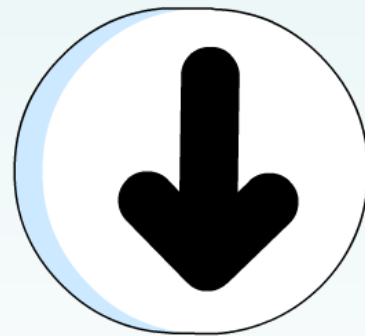
Aligning with vision

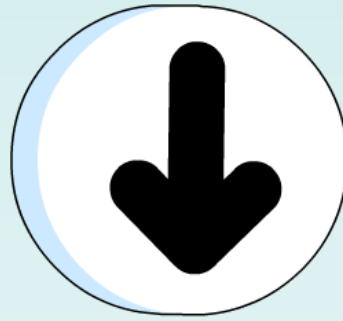
Accepting accountability

Engaging with the process

Sharing knowledge

Support In-Place @ UCSB Library





COMMITMENT



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

FUND\$



& Effectiveness' team
+ Employee Engagement Team

FUND\$



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

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

Union Contract



TIME

\$ 70,000 / year

Union Contract

< 40 hrs/yr paid



TIME

University Policy - All Employees

< 80 hrs/yr paid



Support In-Place @ UCSB Library



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- 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

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



UCSB Library / Home

Benefits of L

2 Added by Margaret A. Driscoll

additional who
stimulation
libraryland curr
knowledge Expl
Gain commun
Expanded effective
Increased
new

- Expanded skill set
- New strategies & tools
- Opens up the potential
- Intellectual stimulation
- Increased viewpoints o
- Explore your curiosities
- Gain additional tools to
- Enhanced sense of co
- Opportunity to share k



Learning & Growth Opportunities (plus a sneak-peak at May online courses)



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

Quick Links

- [ACQUISITIONS](#)
- [ARCHIVES](#)
- [ASSESSMENT](#)
- [CATALOGING](#)
- [CHANGE](#)
- [COLLECTIONS](#)
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- [MANAGEMENT](#)
- [OUTREACH](#)
- [PRODUCTIVITY](#)
- [PROJECT MGMT](#)
- [REFERENCE](#)
- [SAFETY](#)
- [SCHOLARSHIP](#)
- [SPACES](#)
- [STUDENTS](#)
- [TECHNOLOGY](#)
- [TIME MGMT](#)

REGISTRATION REQUIRED
FOR ALL EVENTS (EXCEPT
WHERE NOTED)

Clarify **Feeling overwhelmed?** *Simplify*
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 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

Communicate value of continuous learning

Promote learning opportunities regularly

Phase 1

Fall 2013

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



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continuous learning

Phase 1

Fall 2013

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 UCSB Library / Home / Learning & Growth ✎ Edit  Share  Tools ▾

Learning Organization Survey Results

5 Added by Margaret A. Driscoll, last edited by Margaret A. Driscoll on Jan 30, 2014 (view change)

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

Administrator	1
Librarian, non-supervisory	10
Librarian, supervisory	5
Staff, non-supervisory	19
Staff, supervisory	20
Role unidentified	9

Phase 2

winter/spring 2014

Student Assistant
On-Boarding Program



Learning & Growth 2014
Speaker Series



"Training
Essentials"
series



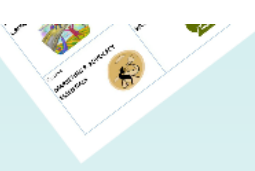
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opportunities regularly

Communicate the value of
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Learning & Growth 2014 Speaker Series



Practical
Essential
Series



Promote learning
opportunities regularly

Communicate the value of
continuous learning

WILLIAMS / NP

Student Assistant On-Boarding Program





Working at the Library



UC Santa Barbara Library
1000 The Innkeeper Drive
Santa Barbara, CA 93106
805.893.1234
www.library.ucsb.edu

2013-2014



Learning & Growth 2014 Speaker Series



Photo by Carol Trainer

"Training Essentials" series



UC SANTA BARBARA LIBRARY Training Essentials Series

<p>January</p> <p>HEALTH & SAFETY ESSENTIALS</p> 	<p>February</p> <p>CAMPUS CONNECTION ESSENTIALS</p> 	<p>March</p> <p>INTERPERSONAL COMMUNICATION ESSENTIALS</p> 
<p>April</p> <p>TIME MANAGEMENT ESSENTIALS</p> 	<p>May</p> <p>DYNAMIC TEAM ESSENTIALS</p> 	<p>June</p> <p>TECHNOLOGY ESSENTIALS</p> 
<p>July</p> <p>GROWTH & IMPACT ESSENTIALS</p> 	<p>August</p> <p>PROJECT MANAGEMENT ESSENTIALS</p> 	<p>September</p> <p>LEADERSHIP ESSENTIALS</p> 
<p>October</p> <p>MARKETING & ADVOCACY ESSENTIALS</p> 	<p>November</p> <p>WORK-LIFE ESSENTIALS</p> 	<p>December</p> 

Promote learning opportunities regularly

Communicate the value of continuous learning

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

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



Promote learning
opportunities regularly

Communicate the value
of continuous learning

3 and Beyond

Promote learning
opportunities regularly

Communicate the
importance of continuous learning

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:
"Celebrate the Values"

Build up-to-date
skills --> "Exp
cross-depart

Communicate Mission, Vision, and Values widely,
--> Aid individuals/groups in identifying personal core
Mission/Vision/Values

Employee Recognition Program: "Living the Values"

Collaboration
Diversity
Integrity



Innovation
Leadership
Research & Learning

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Benefits to Library



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