



**State Library
of Victoria**

**Leading in an uncertain world:
developing library vision,
strategy and the place of
technology**

Sue Roberts
Chief Executive Officer and State Librarian

VALA AGM 26 June 2013







Typical library responses to context of 21st Century challenges

Place and Space

- Refurbishing facilities
- Investment in digital infrastructure

Collections and Content

- Large scale digitisation programs (often with partners)
- Optimisation of content for multiple platforms (not tied to devices)
- Digital reform advocacy (e.g. copyright, ebook licence)

Community Engagement

- Greater outreach and community consultation
- Reviewing the role and relevance of the library in the society

Access

- Reduction in opening hours and/or serviced opening hours (but increased 'digital access')
- New service models (pop-up, volunteer-driven)

Collaboration

- Increased collaboration and partnerships (with a wide range of sectors and organisations)

People and capabilities

- Investment in technology and 'digital library' skills and capabilities
- Increasing 'service' culture

Sustainable financial position

- Cost reduction through reduced services (and new service models)
- Increasing user-pays
- Increased focus on philanthropy and public-private partnerships



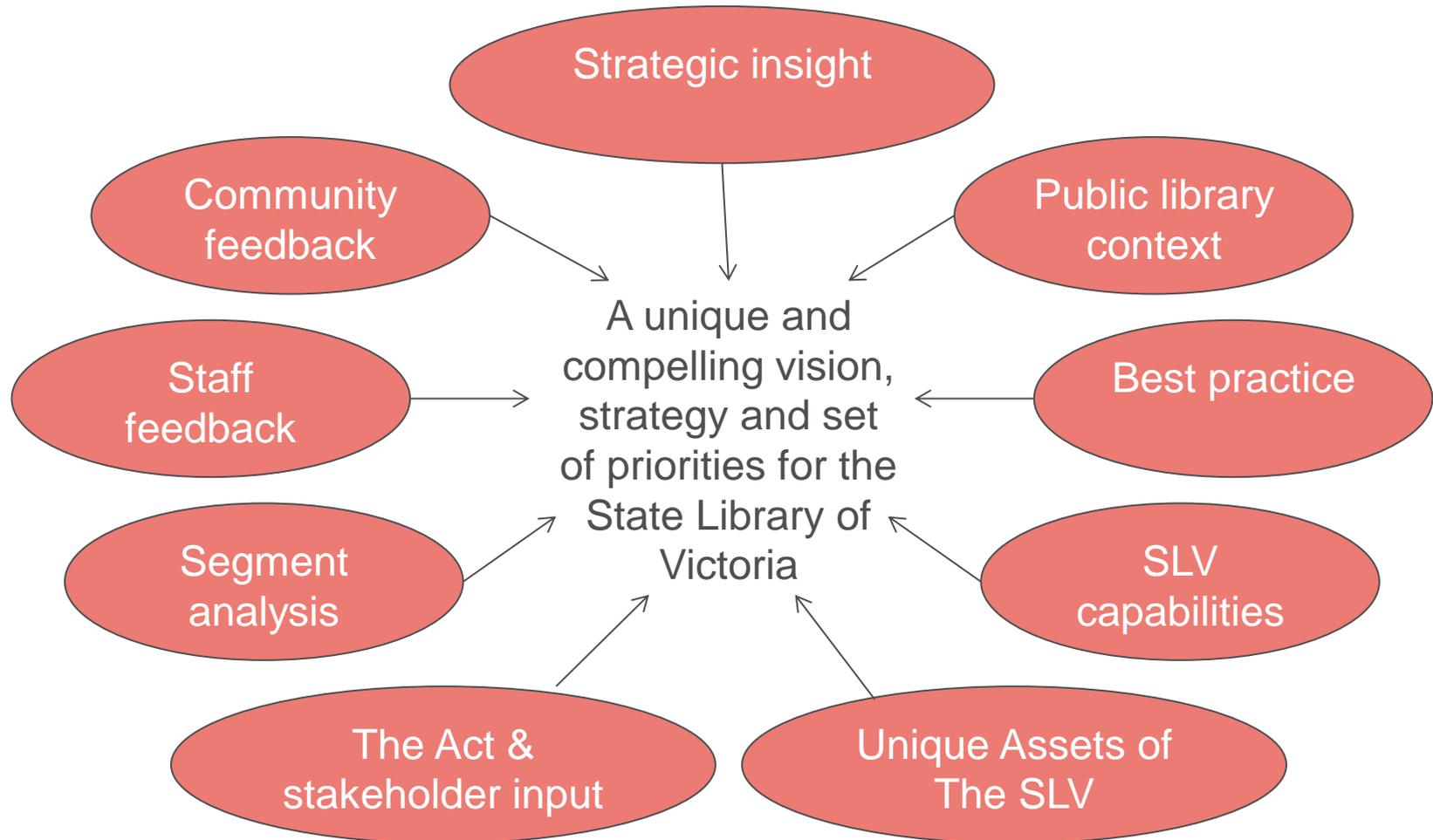
Opportunities



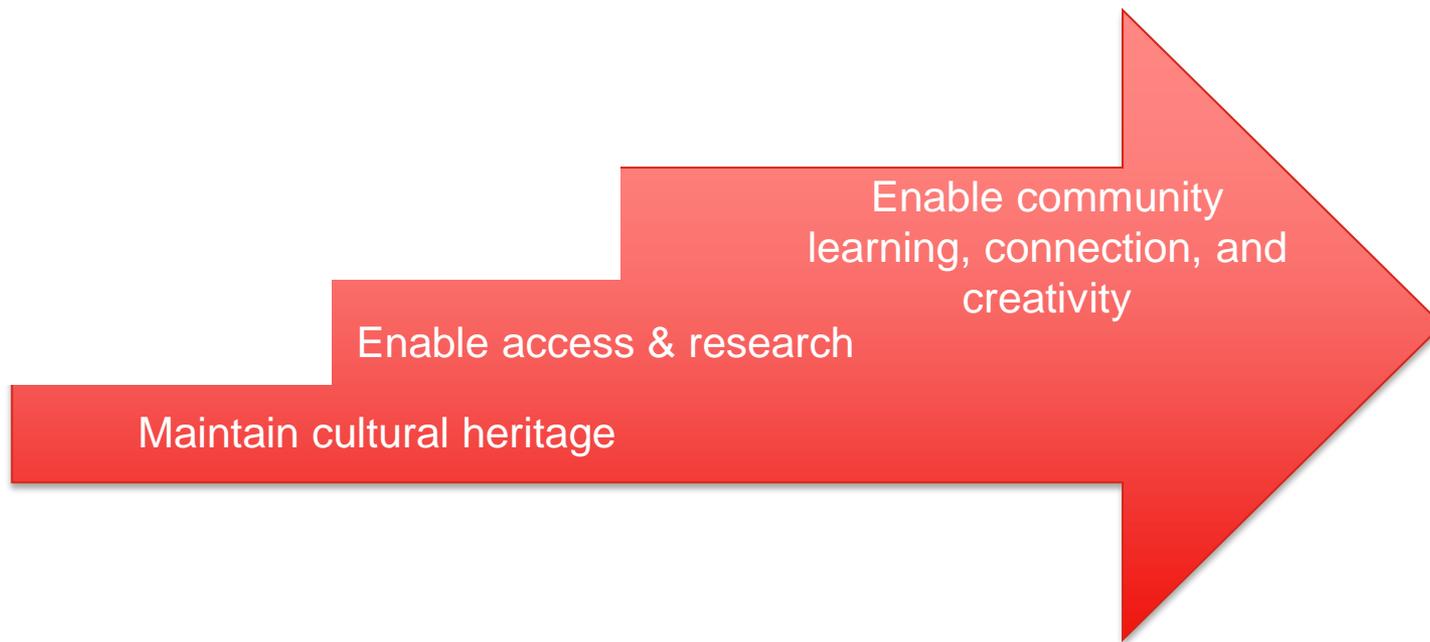
Community wants & needs emerging from future social trends	Opportunities for public libraries
A drive to explore & develop creative interests	Become vibrant creativity hubs, facilitating communal creative development & expression
Opportunities to partner & share with others, both as individuals & as organisations	Become co-working hubs, bringing people & organisations together to collaborate creatively, socially & professionally
Lifelong mental engagement, stimulation & care	Become the community's brain gymnasium
Continuous acquisition of new knowledge & skills to participate fully in a rapidly changing environment	Provide community learning programs that support 21st-century literacies
Stable & trusted relationships with people & places of common interest	Become the community agora – a meeting place for people to gather, share & learn



A range of inputs have informed vision and strategy



Evolution of the SLV vision



Evolution of the SLV vision

FROM ...

Victorians will have ready access to a comprehensive collection of Victorian documentary material and to worldwide information resources to enrich their cultural, educational, social and economic lives



... TO

A place where all Victorians can Discover, Learn, Create and Connect

A cultural and heritage hub for Victorians

A leader in the discovery of information, enabling the generation of new knowledge and ideas

Aspirations

Extend our impact on an increasingly diverse community

Be the cultural and knowledge centre of Victoria through our collections, programs, events, debates

Open up the riches of the unique collections to a wide range of audiences

Bring the world to Victoria

Be regarded as a leader in digital library developments (digitisation, mobile technologies, born digital collecting)

Aspirations

Maximise the unique asset of the building through reassessment and ongoing refresh

Have a strong support base through the Foundation, stakeholders and the wider community

Develop a flexible, dynamic and collaborative organisational culture

It's all about the people...

Learning and connecting are core needs for most users who engage with the Library. Five motivations underpinning Library use have been identified.

Advance through specialised knowledge

Inspire creative thought

MASTER

INSPIRE

DISCOVER

Connect

Learn

SOLVE

REVIVE

Seek knowledge, ideas and enlightenment

Find answers, solve problems, do things

Pause, relax, reflect and recharge

What would students like to see at the State Library in the future?



Collections should include: more and greater variety of (printed) books for children in general, music materials, historical content, paintings and statues.

Service and programming suggestions were wide ranging:

- **iPhone applications for borrowing books and tours and a bank of ipads for use onsite or to borrow;**
- **A holiday club, resident magician, sports related activities, robotics and science activities, competitions and plays.**

Spaces for: showcasing children's creations; events and activities; relaxing and connecting; sports; and gardens.

The evolution of our strategy and Vision gives us 7 building blocks for strategy execution





Digital Strategy – Change in thinking

Paradigm shifts

From	To
Viewing	Interacting
Transactional service interactions	Ongoing relationship –based interactions
Passive consumption	Active contribution & ownership
Displaying the content	Telling the story
Collection-driven content	Consumer – driven events
100% - slow to market	80% - faster to market
Guardians & providers	Enablers
Quiet and considered	Dynamic & energetic

Are we change ready and change resilient?

Strategy for Turbulent times: how to prosper when all advantage is fleeting

Focused on extending existing advantages

Budgets, people, and other resources are largely controlled by heads of established businesses

1 2 3 4 5 6 7

We tend to extend our established advantages if we can

1 2 3 4 5 6 7

We don't have a process for disengaging from a business

1 2 3 4 5 6 7

Disengagements tend to be painful and difficult

1 2 3 4 5 6 7

We try to avoid failures, even in uncertain situations

1 2 3 4 5 6 7

We budget annually or for even longer

1 2 3 4 5 6 7

We like to stick to plans once they are formulated

1 2 3 4 5 6 7

We emphasize optimization in our approach to asset utilization

1 2 3 4 5 6 7

Innovation is an on-again, off-again process

1 2 3 4 5 6 7

It's difficult for us to pull resources from a successful business to fund more uncertain opportunities

1 2 3 4 5 6 7

Our best people spend most of their time solving problems and handling crises

1 2 3 4 5 6 7

We try to keep our organizational structure relatively stable and to fit new ideas into the existing structure

1 2 3 4 5 6 7

We tend to emphasize analysis over experimentation

1 2 3 4 5 6 7

It isn't easy to be candid with our senior leaders when something goes wrong

1 2 3 4 5 6 7

Capable of coping with transient advantage

Critical resources are controlled by a separate group that doesn't run businesses

We tend to move out of an established advantage early, with the goal of moving on to something new

We have a systematic way of exiting businesses

Disengagements are just part of the normal business cycle

We recognize that failures are unavoidable and try to learn from them

We budget in quick cycles, either quarterly or on a rolling basis

We are comfortable changing our plans as new information comes in

We emphasize flexibility in our approach to asset utilization

Innovation is an ongoing, systematic core process for us

It's quite normal for us to pull resources from a successful business to fund more uncertain opportunities

Our best people spend most of their time working on new opportunities for our organization

We reorganize when new opportunities require a different structure

We tend to emphasize experimentation over analysis

We find it very easy to be candid with senior leaders when something goes wrong

Leading in uncertain times: acting with courage

Leadership situations	Your response
Tell the truth, as you see it	I understand. I see it differently.
Be strategic	What difference will it make to our customers? What are we trying to achieve here?
Challenge authority (and be open to challenge yourself)	How does this initiative fit with our goals and vision?
Articulate your vision	I believe this is the direction we go in because...
Be dynamic in a dynamic environment	Let's rethink that
Enlist others into action	What do you need to be a part of this?

What do leaders really do?

They don't make plans; they don't solve problems; they don't even organise people. What leaders really do is prepare organisations for change and help them cope as they struggle through it.

Kotter, John P. (2001) 'What leaders really do,' Best of HBR.