Developing – and implementing – Vision and Strategy in an uncertain world

Sue Roberts
Developing – and implementing – Vision and Strategy in an uncertain world

Sue Roberts, Director Libraries and Learning Services

Theta Conference, Auckland

Libraries and Learning Services

May 2017
Strategy in an Uncertain World

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

~Charles Darwin, 1809
WE HAVE TO TELL ALL STORIES
Volatile

Uncertain

Complex

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

<table>
<thead>
<tr>
<th>Focused on extending existing advantage</th>
<th>Capable of coping with transient advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We try to avoid failures, even in uncertain situations</td>
<td>We recognise that failures are unavoidable and try to learn from them</td>
</tr>
<tr>
<td>We don’t have a process for disengaging from a business</td>
<td>We have a systematic way of exiting businesses</td>
</tr>
<tr>
<td>Our best people spend most of their time handling crisis and solving problems</td>
<td>Our best people spend most of their time on new opportunities</td>
</tr>
<tr>
<td>We tend to emphasise analysis over experimentation</td>
<td>We tend to emphasise experimentation over analysis</td>
</tr>
</tbody>
</table>

Strategy for Turbulent times: how to prosper when all advantage is fleeting
Rita Gunther McGrath, HBR June 2013 62-70
Engaging ourselves and others
Where the magic happens

Your Comfort Zone
The problem with implementation
‘We don’t have a strategy problem, we have a people problem’

Peter Bregman, HBR, January 2017
Managing change checklist

A
Awareness of the need for change

D
Desire to participate and support the change

K
Knowledge on how to change

A
Ability to implement required skills and behaviors

R
Reinforcement to sustain the change

change-management.com
Some Solutions?
And some more
COLLECTIONS and SERVICES

In 2015 we provided access to:

- 1,710,800 books (volumes)
- 47,000 theses (volumes)
- 914,100 ebooks (titles)
- more than 1,000 databases

2015 information resources expenditure:

$19,026,336

80% on electronic resources

$494 per FTE

Total loans

2011 2015

- 911,000
- 336,000

41%

Loans per FTE

2015 2011

2015

2011

4,501,236

full text journal article requests in 2015

For consistency this total is taken from only 29 database platforms* that measure this usage to the same standard.

* The 29 include many of the large and popular databases, eg. EBSCOhost, ScienceDirect, Gale, JSTOR, Nature Publishing Group, OvidSP, ProQuest, SAGE Publications, Taylor & Francis Online, and Wiley Interscience.

2015 seating and computers

- Seating without computers (3,334)
- Seating with computers (1,141)
- Laptops (160)

2015 client opinion

On a 7 point scale how satisfied are you with Libraries and Learning Services?

not satisfied very satisfied

1 2 3 4 5 6 7

5.81

Appendix 4
Thank-you