

**STRATEGIC THINKING AND ACTION
FOR THE
21st CENTURY INFORMATION
PROFESSIONAL**

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WHAT IS THIS WORKSHOP ABOUT?

Strategic planning in most information organizations has been a time-consuming, expensive and demoralizing failure, an exercise focused more on process and product, and not on new thinking, productive action, and systemic change. This workshop will be an interactive and participatory experience which will critique the recent planning practices in information organizations, such as libraries, outline methods for integrating strategic thinking and action into the daily work, argue the important role of budgets, staffing and organization in creating a strategic culture, and advance the value of applying strategic thinking and action to individual career and professional advancement.

WHAT DO WE MEAN BY STRATEGIC?

- formulation and implementation
- aims/interest and means to achieve
- problem solving
- gaining advantage
- choice/limited resources
- environmental adaptation
- innovation/transformation
- leadership

WHAT ARE SOME PLANNING CHALLENGES?

- Too much planning and too little strategic thinking.
- Existing structures and processes built for slower pace of change.
- Program planning not linked to institutional strategic planning.
- Resource allocations not linked to strategies.
- Planning cycles expenditure-based rather than strategic.
- Absence of accountability.
- Planning does not drive organizational performance.

WHAT ARE SOME PLANNING ADVANTAGES?

- Transformative
- Culture of Assessment
- Improved Communication
- Resource Development
- Externally Oriented
- User Focused
- Staff Leadership

TRADITIONAL STRATEGIC PLANNING

- Assessment/Self-Study
- Challenges and Opportunities/SWOT
- Organizational Vision (what we want to be)
- Mission (fundamental purpose)
- Values (shared beliefs)
- Organizational Culture and Context
- Strategies (ends, means, policies, investments)
- Evaluation of Success

What an Organization is, who it serves, what it does, why it does it, with a focus on the future.

SOME ANALYTICAL TOOLS AND TECHNIQUES

- PESTLE
- Scenario Planning
- Porter Five Forces Analysis
- SWOT Analysis
- Growth-Share Matrix
- Balanced Scorecards
- Resonsive Evaluation

HOW CAN WE MAKE PLANNING A MORE INCLUSIVE, COLLABORATIVE PROCESS?

(University of Pittsburgh)

- Participatory/Transparent
- Engage All Staff
- Collective Ownership
- Open-Mindedness
- Change Essential
- Differences Expected
- Tangible Results

WHAT IS ORGANIZATION?

Individuals and groups carrying out roles and working together to achieve shared objectives within a formal social and political structure and with established policies and processes...

- goals and priorities are established
- decisions are made
- resources are allocated
- power is wielded
- plans are accomplished

ORGANIZATIONAL STRUCTURES

“The Current Lie”

- administrative responsibility and authority are distributed and shared
- operations and procedures are integrated and flexible
- policies and norms are designed and enforced
- fluidity and vitality contribute to productivity and success

SCHIZOPHRENIC ORGANIZATIONAL MODELS IN LIBRARIES

- Conventional Administrative Hierarchy
and
Consultative Governance/Bureaucracy
- Centralized Planning and Resource Allocation Systems
and
Loosely Coupled Structures
and
Maverick Units and Entrepreneurial Enterprises

RANGE OF ORGANIZATIONAL CHARACTERISTICS

- Centralization and Decentralization
- Hierarchy and Distribution
- Bureaucracy and Adhocracy
- Simplicity and Complexity
- Formality and Informality
- Administration and Entrepreneurship
- Authority and Collaboration

DIFFERENCES IN ORGANIZATION PROCESS AND CHARACTER

- Cultural Traditions
- Leadership and Power
- Strategy and Planning
- Communication and Collaboration
- Budgeting and Resource Allocation
- Assessment

THE PROSPECTS FOR CHANGE IN LIBRARIES

- Defensive Diversification
- Receivership
- Doing Less with Less
- Expense Reductions
- Doing More with Less
- Entrepreneurship
- Structural Change
- Repositioning

DEVELOP NEW RESOURCES FUNDING STRATEGIES

- Operating Budget Reallocation
- New Operational Resources
- External Fundraising
- Research/Service Grants
- Co-Investment
- Public/Private Partnerships
- Technology Transfer
- Entrepreneurial/New Business Development

FUTURE LIBRARY PROFESSIONAL

- **Clear Sense of Mission**
- **Self Vision**
- **Base of Knowledge**
- **Strategic Positioning**
- **Continuous Improvement**

WHAT DO WE MEAN BY TRANSFORM?

- **to change in composition or structure**

WHAT WE ARE/WHAT WE DO

- **to change the outward form or appearance**

HOW WE ARE VIEWED/UNDERSTOOD

- **to change in character or condition**

HOW WE DO IT

WHAT DO WE MEAN BY INNOVATION?

- new method, idea or product
- systematic application of new knowledge to new resources to produce new goods or new services

MARKET

- process of lowering the costs or increasing the benefits of a task

VALUE

- result of thinking deliberately about existing problems and unmet needs

SOLUTIONS

EVOLUTIONARY (incremental)

REVOLUTIONARY (disruptive/discontinuous)

PROGRESSIVE CHANGE

Progress - movement toward a goal
steady improvement

- All progress is based on a universal innate desire on the part of an organism to live beyond its income. (Samuel Butler)
- Those who speak most of progress measure it by quantity and not by quality. (George Santayana)
- Progress lies not in enhancing what is, but in advancing toward what will be. (Kahlil Gibran)

REVOLUTIONARY CHANGE

David Close (The Meaning of Revolution):

...the essential feel of revolution derives from its cataclysmic quality...
it destroys people's security and unsettles their convictions.

Thomas Kuhn (The Structure of Scientific Revolutions):

...the transition from a paradigm in crisis to a new one from which a new tradition can emerge is far from a cumulative process.

Karl Marx (Theory of Epistemology/Theory of Ideas):

...ideas do not exist on their own...they are real only when they are translated into action. Quantitative change and qualitative change.