What can librarianship learn from organizational behaviour?
Navigating new roles for new times

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Changing role of liaison:

- Auckland, 2012
- Association of Research Libraries, 2009
- Miller & Presley, 2015
- Jaguszewski & Williams, 2013
Roles & Expectations

Liaison

Open Access

Data

Collections

Reference

Instruction

E-learning

Metrics
Three emerging areas for liaisons include:

(Miller & Presley, 2015, p. 14).
Trend 2: Hybrid model of liaison and functional specialist is emerging.

“Liaisons cannot be experts themselves in each new capability, but knowing when to call in a colleague, or how to describe appropriate expert capabilities to faculty, will be key to the new liaison role…”
Functional vs. Subject

• **Functional**
  • Expertise in a particular non-subject area
    • E.g. copyright, data management, GIS data, e-learning, assessment, scholarly communications etc.

• **Subject**
  • Expertise in a particular discipline
    • E.g. business, anthropology, art history, engineering etc.
“..the study and application of knowledge about how people, individuals, and groups act in organizations”

(UC Davis, Graduate School of Management)
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LABOUR
Six-hour workday boosts productivity, worker satisfaction

AUGUSTA DWYER
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21 Comments  

Harvard Business Review

Change Faster

How to build adaptive genius in your organization
by John P. Kotter
Organizational Behaviour 101
Topics

• Job design / work design
• Organizational structure
• Change management
• Organizational culture
Job design

Job characteristics model
1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback
Job re-design

Redesign can often leave people feeling ‘overstretched’ which leads to anxiety, absence and other negative outcomes

(Parker & Wall, 1998)
“ULs and AULs spoke about the need to ensure a balance between workload and adding SC to LL responsibilities.”

(Burpee & Fernandez, 2014)

“Adding duties to reference and instruction librarian responsibilities is often seen as the solution...job satisfaction, burnout and employee turnover can be affected”

(Mears & Bandy, 2017)
Additional job design concepts

• **Role ambiguity**
  • “when an individual does not have sufficient role-related information to perform effectively and is unsure about what is expected”
    
    (Parker & Wall, 1998)

• **Job crafting**
  • Employees take active role in designing their jobs
Organizational structure

• How work is divided, structured, and coordinated
• Teams vs groups

Team
• Shared leadership and accountability
• Effectiveness measured by team’s outcome

Group
• 2+ people with common relationship
Organizational structure

- Scholarly Communications (team or individual)
- Serials, IT, Technical Service etc.
- Liaison Librarians
- Public Services
Different models

Hybrid
(Jaguszewski & Williams, 2013)

Collaborative
(Malenfant, 2010)
“Does everyone need to have all of the skills on the expertise list [below]? Not everyone has to be an expert in copyright, but can refer questions. **How does and will this work?**”

(Canuel et al., 2015)
“the downside to have a solo SC librarian is that other librarians and staff may feel they do not need to be conversant with the issues...”

(Burpee & Fernandez, 2014)
Hybrid (modified) - Team

"participants felt this model tended to exclude library-wide involvement leading to a siloed approach"

(Burpee & Fernandez, 2014)
“...[a] leadership challenge arises around shaping expectations and engaging liaisons when the collaborative has little direct authority”

(Malenfant, 68)
Additional OB topics

• Change management
• Organizational culture
Future Directions

• Is one model better for particular outcomes?
  • What variables need to be considered?
  • How to define ‘better’?
    • Behavioural versus attitudinal

• What aspects of job (re)design could be used?

• Job “death” or lifecycle

• Other ideas? Please come talk to me!
References


