



# *What can librarianship learn from organizational behaviour?*

*Navigating new roles for new times*

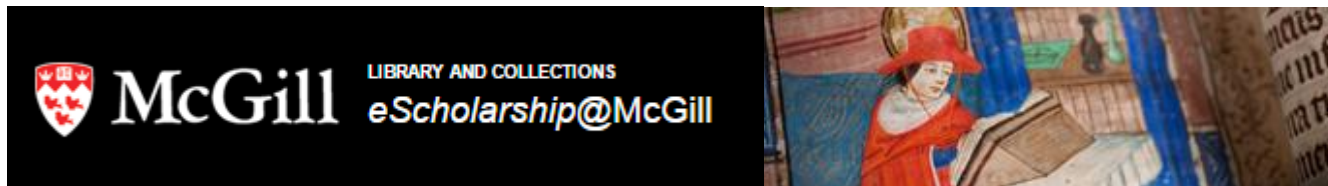
Jessica Lange  
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McGill University

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- Changing role of liaison:
    - Auckland, 2012
    - Association of Research Libraries, 2009
    - Miller & Presley, 2015
    - Jaguszewski & Williams, 2013

# Roles & Expectations



# Three emerging areas for liaisons include:



# New Roles for New Times:

Transforming Liaison Roles in Research Libraries

August 2013

Janice M. Jaguszewski  
Karen Williams

**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...”*

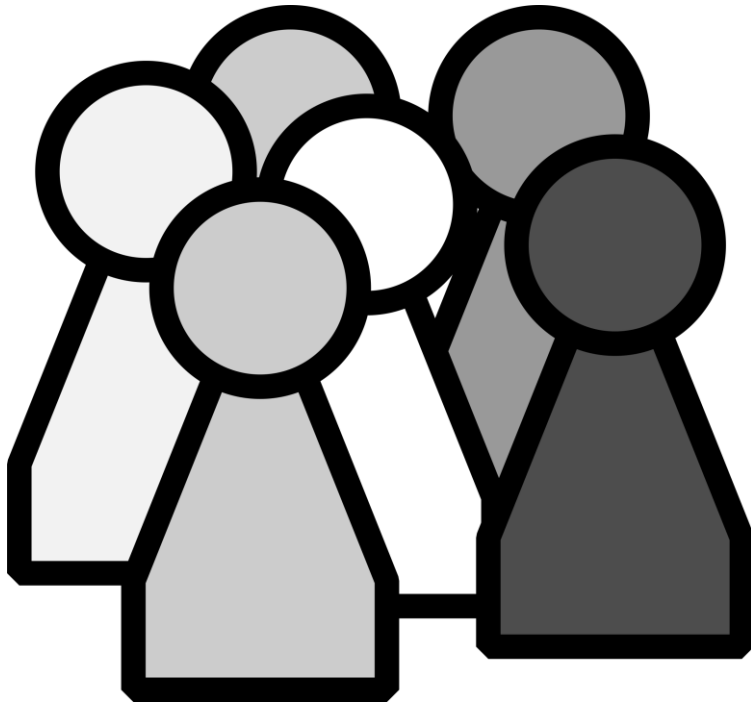
# Functional vs. Subject

- **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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**Six-hour workday boosts productivity, worker satisfaction**

**AUGUSTA DWYER**  
 Special to The Globe and Mail  
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21 Comments



# 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”

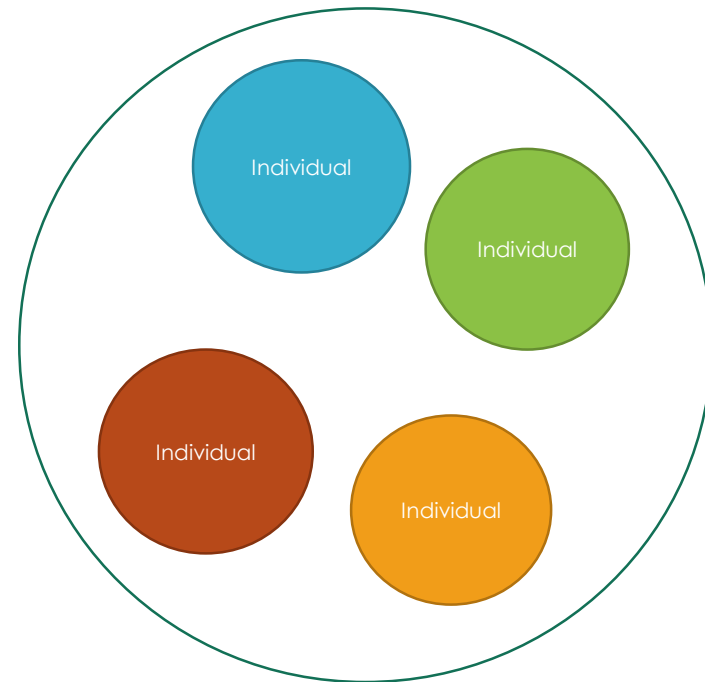
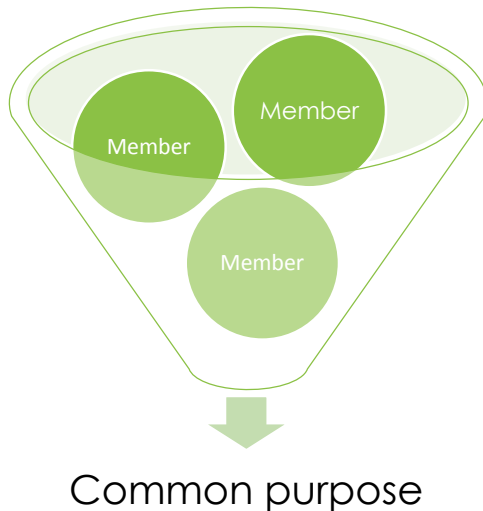
(Parker & Wall, 1998)

- **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**

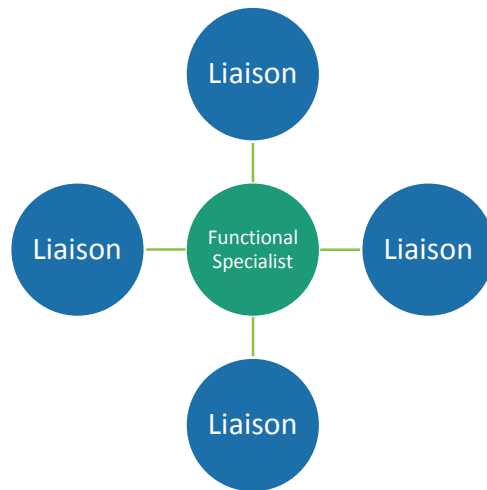
- 2+ people with common relationship

# Organizational structure





# Different models



## Hybrid

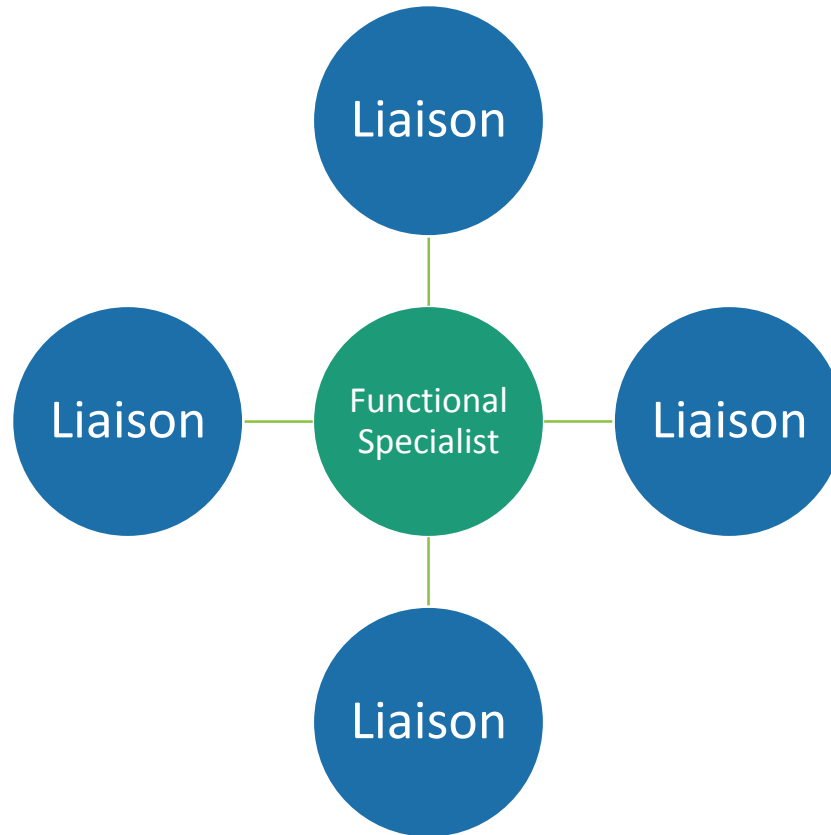
(Jaguszewski & Williams, 2013)



## Collaborative

(Malenfant, 2010)

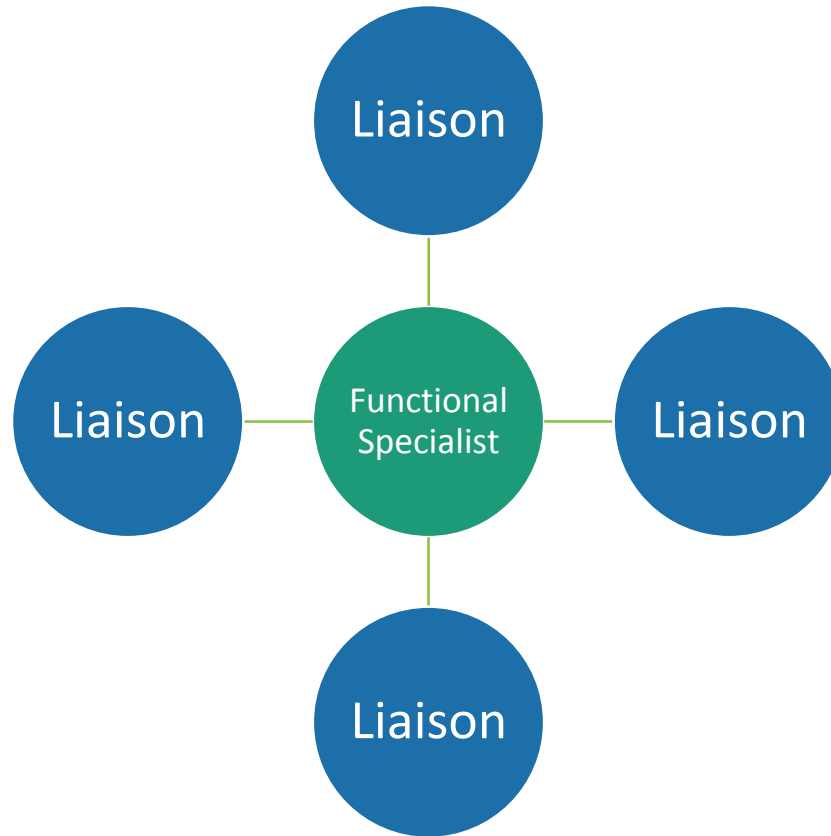
# Hybrid



*“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)*

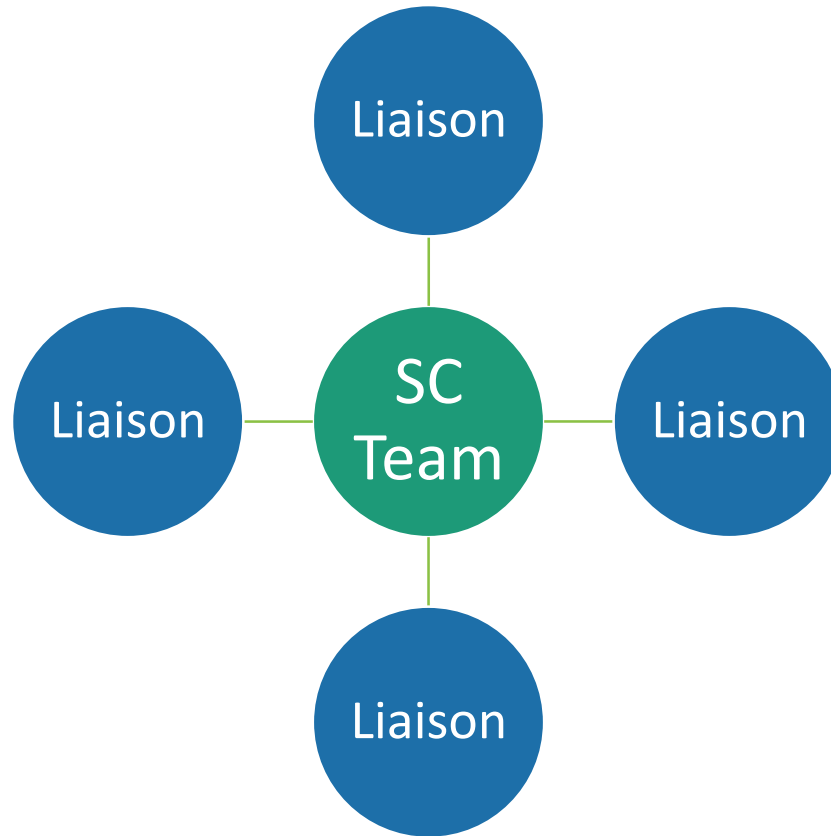
# Hybrid



*“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)

# Collaborative



*“...[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!

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