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# Charting our Course through Reframing - Library Leadership in a Sea of Change

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# Charting our Course through Reframing: Library Leadership in a Sea of Change

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**Abstract**

Research shows that academic leaders fail for two primary reasons. One, they see a limited or inaccurate picture and as a result, set the wrong course, and two, they fail to take people with them – implement change too fast, act too unilaterally and/or without an appreciation of the culture of the organization. Reframing is an intentional process of changing conceptual viewpoints, or frames of reference, in relation to a situation that uncovers additional perspectives, realities, and meanings.

In their book *Reframing Academic Leadership* Bolman and Gallos (2011), two well-regarded researchers of organizational behaviour, have addressed the complexity of leadership in higher education and have identified four frames through which leaders can examine situations: a structural frame, a human resources frame, a political frame, and a symbolic frame. In our paper, we applied the four frames to the Western Libraries change initiative. This initiative has three parts: the strategic planning process, the workforce analysis, and the organizational renewal process. We have completed the strategic planning process and the workforce analysis, and have applied the concepts in the frames to these to components of the change initiative. We are in the early stages of the third component, the organizational renewal process. We have used the four frames to help us through this change and to help reduce barriers as we lead this change.

**Keywords**

leading change, strategic planning, workforce analysis, organizational renewal, academic libraries

Western Libraries is engaged in a process of significant organizational change. Within the context of the dynamic and changing world of higher education Western Libraries has launched a course of renewal.  In this paper we address the three components of Western's change initiative. The first component, a 5-year strategic plan, was created in the spring of 2015.  The first significant activity that followed from the strategic plan was a workforce analysis planning initiative that sought to ensure that the library workforce was positioned and prepared to advance the university's mission. We are now in the early stages of the organizational renewal project that will implement recommendations from the workforce analysis and usher in the new course for Western Libraries.

In this paper we examine the Western Libraries change initiative through four frames of analysis - structural, human resources, political and symbolic - outlined in the work of Bolman and Gallos (2011) and Bolman and Deal (2013). These authors argue that effective leadership requires making sense of the environment. Whereas leaders can easily miss cues that would help understand a situation and aid in problem solving, the process of reframing, that is conceptualizing different approaches to a situation, promotes a reflective practice and provides the opportunity to think about approaches more broadly.

In the structural frame an organization is seen as a metaphorical factory (Bolman & Gallos, 2011, p. 50). Leaders focus on rules, roles, policies, procedures, authority, technology, and the environment, and behave as systems designers to coordinate all the pieces for efficiency.  In the political frame the organization is seen as a metaphorical jungle (Bolman & Gallos, 2011, p. 72). Leaders focus on issues of power, conflict, resource allocation, interests, agendas, and alliances. Leaders in this frame see their primary role as negotiating, building coalitions, setting agendas, and managing conflict. In the human resources frame an organization is seen as a metaphorical family (Bolman & Gallos, 2011, p. 93). Leaders focus on attending to the needs of the people, aligning the work of employees with the needs of the organization, and emphasizing satisfaction, motivation, skills development, and empowerment. Learning is a key priority for leaders who focus on this frame. The symbolic frame sees an organization as a metaphorical theatre, or temple (Bolman & Gallos, 2011, p. 110). Leadership is focused on finding meaning, purpose, and value through organizational rituals, ceremonies, stories, vision, and symbols.

In this paper we reflect on the strategic planning process and the workforce analysis planning project through the lens of the four frames. We then consider the process of organizational change, and how we might use the frames to help us to effectively chart our course of change into the future.

**Strategic Planning Process**

Western Libraries change initiative began in the spring of 2015 with the creation of a new strategic plan: *Engage. Empower. Excel. 2015-2020* (Western Libraries 2015). The plan would provide a solid foundation upon which the change initiative could be launched.  A Steering Team tasked with developing the plan was composed of 7 members of staff, with varying levels of experience and from a cross-section of library units, as well as the Vice Provost & Chief Librarian, an external consultant and a project manager.

The strategic planning process was started in February 2015, with a three-month timeline for delivery. The Steering Team's mandate involved engagement with library staff, undergraduate and graduate students, campus and community partners, faculty, and Western Libraries management and executive members.  Engagement consisted of focus groups and surveys. Additionally, a thorough environmental scan incorporated relevant literature, internal library documents, Western University documents, and various quality assessment narratives.

Along with the formal strategic plan the Steering Team developed a one-page visualization of the plan in the form of a *Strategy Map* 2015-2020 (Western Libraries 2015).  The Map consisted of five pillars. The first pillar identifies Western Libraries mission and vision for the next five years. The

second pillar identifies the desired outcomes for the communities we serve. The third pillar identifies strategies of excellence, the processes and practices in which we must excel to achieve the desired outcomes. The fourth pillar reflects organizational capacity, the areas of culture, staffing, technology, and infrastructure necessary to build a passionate and prepared team. And the fifth pillar identifies strategies for allocating and using resources to build and sustain capacity.  All of these pillars rest on the foundation of Western Libraries guiding values: teamwork, respect, accountability, communication, creativity, service, collaboration and innovation. We now turn to an examination of the work of the Steering Team from the perspective of the four frames.

Strategic Planning in the Political Frame
The strategic plan informs Western Libraries political strategy, providing a mechanism for Western Libraries to position itself in Western University's political framework.  A strong strategic plan can be used as a tool for leaders to advocate, negotiate, and forge institutional alliances, which is aligned with Bolman and Gallos' (2011, p. 72) identification of alliance building as a trait of the political frame.

Leaders who operate in the political frame operate with the assumption that resources are scarce (Bolman & Gallos, 2011, p. 72). Reductions in government financial support is resulting in greater competition for finite resources. Any proposal for funding, therefore, needs to be very compelling to be successful.  A clearly articulated and compelling strategic plan would better position Western Libraries to compete for scarce resources.

The process of developing the strategic plan provided opportunities to build and foster alliances with campus and community partners (Bolman & Gallos, 2011, p. 72). Through focus groups, surveys and interviews the Steering Team had the opportunity to build relationships and to reflect on potential partnerships. If goals are strategically aligned with campus partners, we have the opportunity collaborate to achieve our mutually aligned objectives rather than compete for scare resources. Building purposeful partnerships has been identified in the strategic plan as an important strategy to achieve organizational excellence. This signals to our campus partners that we have identified openness to alliance building as a priority and it also signals to our staff that building relationships and partnering is important and expected.

Strategic Planning in the Structural Frame
Within a structural frame leaders regard rules, roles, policies, and procedures as essential to efficiently aligning tasks (Bolman & Gallos, 2011, p.50). In and of itself a strategic plan is structural as it facilitates a process for aligning responsibilities, procedures, and planning. The strategic plan provides the architecture to support the work of the organization.  The centrepiece of the Western Libraries strategic plan is the *Strategy Map*, a powerful visualization of the plan that illustrates the overarching structure for our work for the next five years.  The strategic plan and map provide a strong foundation for building our future.

The strategic plan has been developed to inform the system-wide annual planning process. With structured and well-defined components, the plan simplifies the planning process and allows everyone to see themselves in the plan. Individuals are able to align their work with unit, Library and University priorities. It is expected that the work of system-wide committees would be reviewed annually to ensure alignment with the Strategic Plan. The Strategic Plan and the Strategy Map are excellent tools for all actors in the library system, to be used to ensure individual contributions are compatible with the architecture of the plan. This is consistent with Bolman and Gallos' (2011, p. 50) emphasis on the coordination of procedures in the structural frame.

The Strategic Planning Steering Team engaged in a structural process while creating the strategic plan, which helped the team meet its tight timeline. The division of labour in the Team reflects Bolman and Gallos' (2011, p. 50) discussion on dividing work and coordinating the pieces in order to increase efficiency. The team had three leadership roles, all of which enabled coordination and quickly yielded results. The external consultant set agendas and developed the overall planning

process. The project manager worked to coordinate all of the team activities, and focused on communication to ensure the team had a shared understanding of expectations and outcomes. The Vice-Provost and Chief Librarian chaired the team. This role was important because the chair was able to provide leadership by bridging context and content with the processes developed by the consultant and project manager.

## Strategic Planning in the Human Resources Frame

The fourth pillar in the strategic plan, the strategies for building a passionate and prepared team, focuses on how to mobilize and build capacity in the library system (Western Libraries, 2015). There are five elements in this pillar, and all of them are aligned with the human resources frame. The Steering Team made a deliberate decision to formally state the importance of learning, skills development, and the fit between the skills and abilities of the individual and the needs of the organization.  The five elements of the Passionate & Prepared team pillar are: 1) we work in a learning culture that encourages agility, curiosity, and innovation. 2) we have the skills and competencies needed for a fast changing world and we work in relevant roles, focused on the right priorities, 3) we have a strong sense of shared responsibility and purpose, based on trust and are empowered to achieve success, 4) we work in flexible facilities and spaces that cultivate productivity and well-being, and 5) we are equipped with the right technologies and tools to perform our work.

The role of a leader in the human resources frame involves facilitating the alignment of individual and organizational needs (Bolman & Gallos, 2011, p. 93). We have taken a human resources perspective by articulating an expectation that library employees develop skills that align with the needs of the organization.  In our process of consultation with staff, the Steering Team received some comments that staff members were concerned about not feeling qualified or capable of taking on new responsibilities. By purposefully stating in our plan that learning and skills development are essential, we demonstrated commitment to library staff, and a commitment to working to support the library staff through our change journey.

## Strategic Planning in the Symbolic Frame

The strategic planning process had a strong symbolic component.  Meaning, purpose, and values are core elements to the symbolic frame, and symbols are important to help illustrate those values (Bolman & Gallos, 2011, p.110). To illustrate the value of this project, the Team wanted to develop a visual identity and brand. Staff members were invited to propose a strategic planning slogan. With a tremendous level of engagement (nearly 80 submissions), the team selected *FLIP: Future Library in Progress* as the strategic planning process' identity.  We created a logo combining old with new: a book, surrounded by a circle of dots that symbolized a computer loading. This identity honours the tradition of print, while embracing new technology.  The Steering Team used this symbol and slogan everywhere: on posters, buttons, stickers, electronic documentation, and on the plan itself. This symbol and slogan helped signal to both internal staff and external stakeholders, that Western Libraries is in an exciting process of change grounded in traditional values.

The Steering Team also wanted to build on the past, while preparing for the future, and used Western Libraries Values statement to do so. Consistent with the notion of values in the symbolic frame (Bolman & Gallos, 2011, p,110), the Team built on previously identified organizational values. Two years earlier, Western Libraries identified a set of core Values (Teamwork, Respect, Accountability, Communication, Creativity) in an effort to embed and strengthen our values within the workplace culture. Through engagement with staff the Team confirmed that staff members deeply identify with these values and therefore reflected them in the strategic planning process. Based on staff input, the Steering Team added three values: Service, Collaboration, and Innovation. This reaffirmed our existing values and built on them to reflect a culture of change.

The strategic planning process was strongly embedded in the political and symbolic frames. The Steering Team purposefully focused on managing politics and symbolism, to help develop a strong plan that would be internalized by Western Libraries staff. The strategic plan has also incorporated

key facets of human resources and structural frames, which demonstrates our commitment to navigating change by both improving our structures as well as developing skills and expertise in our people. This plan helps set the stage for aligning the needs of the organization with the skills and abilities of the staff.

**Workforce Analysis**

The *Workforce Analysis Planning Initiative* (WAPI) was the first significant transformational initiative for Western libraries that followed from the new strategic plan. With the motivation to bring Western Libraries Strategic Plan to life a project team was formed consisting of ten members of Management Committee and an external consultant.   The WAPI team was formed on 14 July, 2015 with a 5-month timeline. The purpose of the initiative was to analyze the current workforce and to provide recommendations, tied to the Western Libraries Strategic Plan and Strategy Map, to ensure that the library workforce was "positioned and prepared to advance the university's mission and that all roles were designed to meet the needs of our users."

The project and the recommendations were to be aligned to three pillars of the Strategy Map:  *Aligned & Sustainable Library* (the strategies for the effective allocation and use of resources), *Organizational Excellence* (operating effectively to achieve strategic stakeholder outcomes) and, a *Passionate & Prepared Team* (building and mobilizing Western Libraries capacity).  To meet its obligations, the WAPI team examined the organizational structure and human resource allocations at Western Libraries and other academic libraries; identified organizational and delivery model options; determined which options best align with strategic and academic priorities and; identified strategies for moving forward.

The WAPI team presented seven recommendations: 1. Implement a hybrid service model that encompasses delivery of services across core functional areas utilizing specialist and modified liaison service teams; 2. Enhance library capacity through effective support of the delivery of core foundational services (enhanced training, structural re-alignment, administrative support processes etc.); 3. Define work processes, roles, responsibilities and accountabilities; 4.  Develop strategies for key areas including, for example, communications, digital initiatives, scholarly communications and research services, user experience, and strategies for collaboration and partnerships across campus; 5. Examine operational models in order to develop a fiscally responsible service that would best meet user needs at point of need; 6. Develop and complete the planned integrated Western Libraries Master Space Plan and; 7. Establish metrics, and track and measure progress of recommendations.

We will now consider the work of the WAPI project team, its mandate, methods and results from the perspective of the four frames. By examining the workforce analysis from the perspectives of the four frames we will be better equipped to identify challenges and opportunities for Western Libraries as it embarks on the development of an implementation plan for the resulting organizational renewal.

Workforce Analysis Planning Initiative in the Structural Frame
The structural frame is perhaps the most traditional frame through which people consider organizations and it is the strongest frame in the WAPI report and recommendations.  This lens offers a big picture perspective and it strives to provide clarity and alignment to higher level goals whereas uncertainty may result when roles evolve merely to meet individual preference (Bolman & Deal, 2013, p.72). In general, the recommendations of the WAPI report have reflected a structural perspective with the call for clearer definition of tasks, roles and processes and a call for greater clarity and alignment of capacity to enhance performance. The report strives to have the library "positioned and prepared to advance the university's mission and that all roles were designed and structured to meet the needs of our users." (Summary Report)  How the tasks and roles will then be integrated so as to achieve the library and the university's mission is an important structural challenge.

The WAPI team identified numerous structural gaps between the existing state and the desired state for Western Libraries.  First, the existing organizational structure for Western Libraries was not seen to be aligned to the 2015-2020 Strategy Map. Western Libraries is a large and dispersed organization.  Roles and lines of accountability have traditionally been tied to the physical library locations rather than to the higher level strategic stakeholder outcomes identified in the strategic plan. From a leadership perspective, problems may result from this "structural misalignment" (Bolman & Gallos, 2011, p. 50). The proposed hybrid model would address the misalignment of library services and core user functions (research services, teaching & learning services, user engagement & community engagement and, content management, discovery and access services). From the perspective of the structural frame, an outcome would be the transition from a location-based orientation of staff to the development of a shared, system-wide, responsibility for achieving the Western Libraries vision and mission.

An important component of a structural frame is formal role definition and role assignment (Bolman & Deal, 2013, pp. 70-73). A formal role as determined by one's title in the organization (e.g., Assessment Librarian) or job description provides clarity and a clear structure that is appropriate to a task. The WAPI team determined that some role definitions within the library system were unclear and they did not necessarily represent what was needed in an environment that was evolving.  The desired state would see a clear articulation of roles and role descriptions. To address this structural gap, the team recommended implementation of a service model that would include specialist service teams to deliver services and it recommended that roles, responsibilities and accountabilities be clearly defined for all positions and processes related to core user functions.

The structural frame sees the origins of organizational challenges in inappropriate or ineffective structures and that these challenges can be addressed by realigning roles and responsibilities.  By creating clarity in roles the organization can reconcile individual priorities with those of the organization.  This approach is reflected in the WAPI report with the recommendation to develop strategies for key areas such as Scholarly Communication and Research Services "under the direction of senior leaders and the core user functional specialists."

<u>Workforce Analysis Planning Initiative in the Human Resources Frame</u>
The human resource frame places an emphasis on support and empowerment.  Where the structural frame focuses more on formal roles the human resource frame focuses on human needs and the encouragement of people to bring their best skills and capacities to their work (Bolman & Gallos, 2011, p.93).

The human resource frame is reflected in the WAPI report and recommendations in several ways. Motivation and commitment of individual members within the system will have an impact on the overall success of the restructuring initiative.  The WAPI team wanted to create the conditions for staff to thrive, and therefore endorsed the creation of a role dedicated to staff training and development.  Training to address skills gaps, mentorship and coaching for skills development and support for enhancing change management capacity was also recommended.  The report recommends supporting staff to set meaningful professional development objectives and to proactively manage their careers within Western Libraries. The purpose of these recommendations was to address issues of apprehension and uncertainty about re-designed roles and an acknowledgement of the concerns staff may have regarding competence.

The WAPI team addressed staffing development needs by adopting a core competency framework. Competencies, according to the report, incorporate a skill, but are more than a skill, they encompass abilities and behaviours. The competencies, directly aligned with Western Libraries guiding values of teamwork, respect and collaboration, describe the abilities, knowledge and behaviour necessary for staff to demonstrate in order to maximize the success of Western Libraries.  The WAPI team honoured individual needs and concerns related to the core competencies, valued the sharing of information and were supportive of idea generation by all

members of staff by offering multiple opportunities for input and feedback through focus groups and surveys.

WAPI team members presented the recommendations in an all-staff Town Hall format, which allowed the team an opportunity to present the recommendations, listen to staff concerns, and to educate Western Libraries staff about the initiative. A strategy of engaging active participation and involvement of all staff enabled continuous communication and demonstrated a desire to be responsive to the needs of the people in the organization and to generate commitment from staff for the anticipated transformational changes.

A challenge from the human resource frame relates to the perception that the report and recommendations did not speak to all skills and capacities. There was a perception that the recommendations were too librarian-centric, that some staff members were not effectively considered to be part of the plan. Several examples of feedback highlighted this: "too much focus on librarians," and this "has more to do with librarians than library assistants" and, "this spoke about the librarians and no so much about the other staff members." Failure to explicitly address these perceptions could negatively affect buy-in and create challenges for managing the transformation.

<u>Workforce Analysis Planning Initiative in the Symbolic Frame</u>
What do the library leaders and the library staff do in order to create a culture that unites everyone in pursuit of a shared mission? In the symbolic frame organizations are conceived as theatre or temple, where the basic leadership tasks entail managing meaning, creation of common values and the infusion of passion, creativity and soul (Bolman & Gallos, 2011, pp. 110-126). Looking at the WAPI from this frame we can identify several challenges and opportunities.

Many of the biggest challenges for Western Libraries' successful navigation through the sea of change can be seen within the symbolic frame. Did the WAPI report, the analysis, and the recommendations adequately address some of the symbolic barriers to the successful realization of the transformational changes? The report is grounded in Western Libraries guiding values and by Western Libraries vision to provide the expertise and infrastructure to "cultivate and mobilize knowledge, and accelerate excellence in teaching, research, and scholarship." Staff feedback on the report, however, included the desire for "more emphasis on what we're [currently] doing well." The absence or lack of focus on symbolic elements expressed through stories about current and highly regarded contributions may impact the creation of the sense of a shared mission. Without an effective focus on rituals, celebrations and ceremonies transformational change might be compromised. Another staff member stated, "I'm very open to new roles and new ideas but I'm worried we're going to be left out." People in the organization are worried about the possibility of losing jobs as a result of the transformation or having their role diminished or overlooked. As Bolman and Deal suggest, the use of "theatrical imagery offers a hopeful note" (2013, p.301). The opportunity to address symbolic issues was not adequately addressed in the WAPI report.

In the all-staff presentation, members of the WAPI team talked with a sense of excitement about the strategic importance of the recommendations and the coming transformation. Of the Report and recommendations one staff member enthused, "I can finally see our future, and can't wait to get started" while another stated that this was an "opportunity to work as part of a team to create and build something new and improved." There was mixed evidence, however, about how successfully the Team's message was received. As suggested in one feedback comment, "the group presenting this doesn't seem all that excited even though they say there are."

The WAPI team was composed of members of Management Committee and an external consultant. From the symbolic frame (as well as the political frame) this also created a challenge: when other significant stakeholder groups were not at the table (the library users, library assistants and support staff) the values and beliefs of those groups were not perceived to be represented in the process. Staff members might regard the decision-making and planning that resulted as an outcome only of the hierarchical structures within the library rather than the cultural or symbolic

values that they themselves embrace.  This presented a challenge to the collective pursuit of the organization's goals and mission.

Feedback received from the WAPI all-staff sessions included comments about the nature of existing work and the ongoing recognition of the value of that work to the organization and its users. An important symbol, a point of pride within Western Libraries, has been the high quality of front line services.  Various Globe & Mail and Maclean's university rankings and reviews have identified the high quality of public services in Western Libraries and this has become a core or defining value. Professional and non-professional staff members alike consider public service excellence to be a defining characteristic of Western Libraries. A perception that insufficient weight was given to front line service as a symbol of the library's organizational values may have been the result of insufficient focus on these aspects of library services in the staff session or from insufficient weight being given to front line and service excellence in the Report. The Report states that the core functions are "focused on meeting the needs and expectations of our academic and research communities and achieving desired outcomes and Western Libraries' vision and goals" (Report, p. 8). Failure to more effectively incorporate the story of front line service, or to acknowledge that the new model builds on and enhances service excellence, may have resulted in the perceptions of insufficient weight.

Tone and perceptions about language use within the project report and recommendations are important within the symbolic frame. The use of so-called "business language" in the report has been highlighted in the feedback with one staff member indicating, "I am concerned by the heavy use of business language and a huge focus on Quality Improvement."   Language about performance metrics, balanced scorecard, quality improvement and partnership management was used in the context of assessment of library services and library impact. All of these concepts are relevant in an environment that is undergoing transformation.  The challenge for leadership is to effectively overhaul the narrative, or in theatre terms, to rewrite the script to allow individuals in the organization to believe that the time and energy that they expend is producing the intended outcomes (Bolman & Deal, 2013, p. 292-293)

Workforce Analysis Planning Initiative in the Political Frame
The political frame, or the jungle as characterized by Bolman and Gallos (2011, pp. 69-87) sees bargaining, negotiating, building coalitions, setting agendas and managing conflict as the basic leadership tasks. Essentially, the workplace is a competitive arena with different interests competing for influence and resources. In the political frame problems may arise if the power structures are too widely distributed or, conversely, if power is located in the wrong place.

The WAPI Report and recommendations are inherently political. Generally, the recommendations are based on an examination of resources or workforce capacity and competition or negotiation or use of those resources.  Specifically, the political frame was evident as Western Libraries embarked on this project during collective bargaining talks with the Librarian and Archivist Bargaining unit.  With the collective bargaining there were risks and an opportunity for the organization's restructuring efforts. Both sides of the bargaining table were working with a level of uncertainty about process and desired outcomes. From a political frame this was also positive as it offered an arena where issues could be renegotiated and new coalitions could be created within the organization.

The work of the WAPI team was aided by an earlier project to develop Workforce Staffing Planning Templates and to use these tools to get "the right number of people with the right skills, experiences, and competencies in the right roles at the right time."  The staffing planning process was based on the assumption that resources were not plentiful and that there was some divergence in the goals and the objectives of individuals and operational units.  With these tools there was recognition of a need to manage scarce resources and there was a reasonably high degree of uncertainty related to the outcome of the exercise.

The tone and the emphasis on certain language in the Report can be a source of conflict and imply power differentials. Recommendation 4, for example, explicitly indicates a leader-driven top-down approach with a cross-functional project management model "under the direction of senior leaders." From some feedback on the Report and the all-staff presentations there was a concern about a place of privilege for certain segments of the workforce. One person noted that there were "no users, no library assistants involved in the report preparation, and too many from OUL (Office of the University Librarian)" while another person highlighted the Report's use "of the term "librarian" 61 times; "LA or other assistants" 14 times while our system employees roughly 45 librarians and 75 LA's and other assistants." An implication of this statement was that the librarian's interests were accorded a disproportionate value or influence in an arena where there are limited resources and therefore conflicting interests. Similarly, there were concerns about differences in roles that were not explicitly addressed. Within the professional librarian/archivist ranks, for example, one person asked: "where do archivist and archives staff fit in?" and, "why aren't archivists included in teaching and learning?" Finally, competition between library units can be seen in the feedback that reflected perceptions of ""haves" and "have nots"" where "the needs of some of the smaller libraries are ignored." A barrier to organizational change may emerge if staff members feel their influence is limited or if they perceive a conflict between winners and losers.

The mandate of the WAPI team was to analyze the environmental data, to examine existing resources, to identify capacity issues in various areas of service and to identify gaps between how things are and how we would like them to be. The team determined why the initiative was important; the team addressed the question about what the future state objectives would be and the team offered its recommendations for workforce restructuring. Outside of the project mandate, however, was the question of how the recommendations would be implemented. From a political frame perspective, the WAPI processes and particularly the "next steps" initiative provided an opportunity for success by establishing the domains where negotiations and engagement can occur, where staff members are grouped differently in order to determine how to implement the recommendations. A steering committee and sub-groups, based on the recommended organizational structure, would move the project forward.

**Organizational Renewal: Application of Lessons Learned**

The next wave of change leadership following on the Workforce Analysis Planning Initiative is the Organizational Renewal initiative, the creation of the new organizational framework for Western Libraries. This Organizational Renewal will involve organizational development activities such as preparing people to manage, contribute to, and lead change. It will also include organizational design activities such as identifying the processes and work that will result in a solid, renewed organizational structure. Using the four frames to intentionally examine and critically analyze the preceding work of the strategic plan and workforce analysis processes will inform the approach to the Organizational Renewal with the intention of increasing its success.

Looking forward through the structural lens, the Organizational Renewal process will continue to emphasize a strong process and articulated outcomes. Staff feedback indicated that the clear structure and process for the two previous projects were seen as important. One respondent commented when asked about priorities moving forward: "I think we really need structure, libraries are full of people who require structure to function and I think structure would allow staff to start seeing themselves in the new vision and therefore become engaged, invested and excited about it." Another stated that "no matter how Western Libraries chooses to proceed it is important that the process be transparent." This feedback is aligned with Bolman and Gallos' advice reminding academic leaders that "the key to bringing faculty along is understanding and honoring the norms of legitimate process (2011, p. 64)."

We also used staff feedback to help inform our process of next steps. We will establish four working groups to examine each of the core user functions in greater detail, and to complete the work started by the WAPI project team. As well, a Steering Team will coordinate their activities and bring

together an overarching organizational design in relation to the first recommendation - defining a hybrid service model for the core user functions.  This structure for the Organizational Renewal project will allow the two fundamental questions of the structural frame to be answered: 1) the question of differentiation or how we divide up the work and 2) the question of integration or how we coordinate our efforts (Bolman & Gallos, 2011, p. 56).

Some staff had the perception that the members of the workforce analysis team were biased, as they were all managers, resulting in a report that was librarian-centric and too focused on academic and strategic outcomes. Through reflecting on the structural and political frame, we can improve staff engagement in the Organizational Renewal Initiative, by providing an opportunity for more direct and much broader participation by more staff from across the library system.

This working group structure supports the basic leadership task from a human resources perspective by facilitating alignment between the individual and the organizational needs and by creating teams for collective action and by empowering staff to influence the organizational renewal outcomes. The addition of a new Change Manager role to the Steering Team to work along side a Project Manager is a tangible symbol of the ongoing commitment to building the capacity of Western Libraries' people to succeed and realize our shared goals. This is a core pillar of the strategic plan, a core part of the WAPI recommendations, and a promise to the organization that the Organizational Renewal must honour. Staff feedback clearly identified that the predominant element for success in building our capacity for this transformation is the identification of necessary skills and the provision of training and professional development opportunities. This will build upon the competencies identified through the WAPI process and will be incorporated into the Organizational Renewal implementation plan. Respondents also prioritized the importance of finding the right fit for individuals' strengths and sense of purpose in their work and to provide satisfaction and to support productivity, reflecting other key areas of emphasis for academic leaders in the human resources frame presented by Bolman and Gallos (2011, p.93).

Given the nature of the Organizational Renewal initiative, attention to the political and symbolic frames is critical and intertwined. The lessons learned through the strategic planning project and WAPI provide much fodder for the consideration of how these two lenses can be applied to its overarching approach to communications, narrative, and language to the necessary negotiations, coalitions of action and the creation of a common agenda.

To summarize, one of the strengths of the strategic plan is the establishment of a shared vision and mission and key priorities that blend or align Western Libraries' core values, mandate and tradition of service excellence with the transforming and future needs of our campus community. The elements of the Strategy Map have been widely adopted and are demonstrably influencing Western Libraries culture, priority setting and service delivery. Symbolically the strategic plan seems to have hit the mark. However, despite reinforcement of the plan, its principles, and our organizational values in the body of the WAPI report, the potential symbolic and political implications of the recommendations have been perceived by some to introduce an alternative narrative counter to the shared sense of purpose coming out of the strategic plan. It is critical that the Organizational Renewal narrative reignites the common future vision, celebrates our core mission, and honours our past. Similarly, the highly political nature of restructuring efforts raise concerns derived from the reality of limited resources and the competition for resources on campus and within the libraries. As aforementioned, the staff feedback on the WAPI report reflected concerns about resource competition and power or influence differentials. Moving forward the Organizational Renewal will need to demonstrate through its processes and outcomes and the networks and alliances that are established to support the renewal that resources have been allocated in a fair or just manner and in a way that honours our core purpose and values.

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