

- Line Managers are generally trained to control existing situations, not to control new situations. Therefore we need to have managers who like change – otherwise they create fear, not fun, around them.
- Try to create the 'hybrid library' where users get information quickly, correctly, and in a friendly way both on-site and online, but with carefully differentiated service offerings.

Irene Haslinger, the Policy Advisor in the Corporate Strategy Department, offered the following comments that expressed so succinctly the fundamentals about cultural change in libraries – and indeed any other large, complex, and long-established organisation.

- Change is ALWAYS about people.
- Change is cyclic not episodic.
- There are always 'Push' and 'Pull' factors in change, with the reactive 'Pull' factors having to be dragged to change.
- It is impossible to make all of one's people happy.
- Look at the people who resist – they resist for different reasons. Address the different parts of their minds. For example rational resisters may be persuaded by further rational arguments.

Her personal list of criteria for successful change were copybook in their simplicity and directness:

- Commitment from the top,
- Constant and consistent communication,
- Employee involvement at all levels,
- Shared vision of the future,
- Understanding of the need for change,
- Create a sense of urgency,
- Manage the political network.

Hans Jensen, the Director of e-Strategy has applied this approach to his task of building the digital library. Implementation of this has particularly been a case of the change people versus the don't-want-to-change people. The vectors need to be aligned in a more specific direction because in e-strategy there is no set destination. In the digital library users come more for the connections than they do for the collections.

His approach to speeding up the cultural change necessary is to analyze the existing staff, which has an approximate breakdown of:

- 1–3% really difficult people,
- 10% 'grudging',
- 80% in the middle,
- 8% innovators, change happy.

The 'grudging' people are seconded to other institutions where their skills and experience can still be of value. He then nurtures what he calls the 'Young Potentials', motivated and curious individuals with a high growth potential. These 8–9 people are grouped together for special training and coaching. They are the change agents of tomorrow.

By the end of my trip it was quite clear that diversity, agility, adaptability, dynamism, and an embracing of the positive

benefits of continuous change and a training environment that supports this, were the key indicators of a healthy, vibrant, and productive organizational culture within the highly successful libraries I visited.

There are many libraries within Australia that are working towards this but we still have some way to go. And we always will, for as Wim also said to me "Cultural change is a continuing story. Like Peyton Place, it goes on forever".

Alan Smith
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Read for Redfern: Waverley Library's summer reading program

"Why do they need to be bribed to read?" we asked ourselves. "Aren't they groaning with goodies post-Christmas?"

Waverley Library's summer reading program had functioned for seven years with sponsors providing inducements for our young users to keep reading over the long holiday period. In 2009 we decided that surely the reading was a reward in itself and that it could possibly be used to help others in the community.

With this end in view, we approached Waverley Council with the idea of sponsoring each registered child to the tune of \$1 for every book read, with the proceeds going to a charity.

Connect Redfern is an organisation which assists disadvantaged children, who are mainly Aboriginal or from non-English speaking backgrounds who live in the Redfern/Waterloo areas.

Our children embraced the program with gusto, their parents were most supportive and Read for Redfern raised \$1,424 for a delighted Jo Fletcher, facilitator of Connect Redfern, who will use the funds to purchase specifically indigenous reading material for her families.

We plan to adopt a different charity every year and give Waverley's children a goal which combines the joy of reading with thought for others.



Mayor Sally Betts presents Tahlia with a certificate of thanks for her contribution

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