

CILIP East of England Branch and CDG working together

Contents

Editorial - Simon J Barlow, co-editor	p.1
CILIP East of England Branch and CDG working together	p.1
Social Media in Libraries: Me and my Cyber-Presence - Dr Karen E McAulay	p.2
Putting the social into social media - Katie Birkwood	p.4
Social media: an “omnichannel” route to communication and learning in Library and Information Management - Elisabeth Goodman	p.4
Social Media in Cambridgeshire, Essex and Norfolk libraries - Leorita Stubbs, Janice Waugh, Eileen Brock	p.6
Critical Success Factors event feedback - Audrey Morton, Sally Heard	p.10
My Job - Audrey Morton	p.12
Poetry Corner - Aidan Baker	p.14



Joint Statement from the CILIP East of England Branch and the East of England Division of the Career Development Group

The CILIP East of England Branch and the East of England Division of the Career Development Group will work more closely together, in order to run a pilot that might lead to a future merger of the two groups. In 2012 we will therefore enhance collaboration by sharing social media channels, advertising each others' events and running joint events, and publishing one joint newsletter at the end of the year, alongside retaining CDG's specific remit of supporting career development, qualification candidates, and new professionals. We aim to bring you a better service, and to continue to meet your needs.

Janine Bhandol (CDG chair), Maria Giovanna De Simone (branch co-chair), Niamh Tumelty (branch co-chair).

Like it or loathe it, Social Media is upon us and members of the profession need to be able to make up their minds on which side of the fence they are. The main theme of this issue is the way that Social Media is affecting both the performance of our duties and our personal lives. Hopefully it will assist readers to decide whether it is a good or bad thing or something in between.

On Page 2, Dr Karen McAuley offers a personal experience of engaging with Social Media which offers a salutary lesson for us all. Next up is Katie Birkwood, who tells us why Social Media is important to her on Page 4. Elizabeth Goodman, of RiverRhee Consulting, delivered a training course on critical success factors for change at Bury St. Edmunds on 23 November 2011. You can read two personal accounts from attendees on Page 10 but before that, on Page 4, Elizabeth describes how Social Media can be used effectively and outlines some pros and cons. Finally, on Page 6, we have three views from different

counties in the region on the use of Social Media in libraries.

There will be a follow-up piece on Social Media in the next issue, but in the meantime please do use any of our means of communication, (listed on the last page), to comment about what you have read or anything else that is important to you as an information professional. Some comments will be selected to go into the next issue, for which the deadline is 31 March 2012.

In the first of what we hope will be a regular feature, Audrey Morton highlights her role as a primary school librarian in the “My job” section on Page 12 and Aidan Baker rounds things off with a poem entitled “The Ring” on Page 14. Do please let us know your views on the Branch or the Journal – all our contact details are on the last page.

Simon J Barlow

[Sunrise co-editor]



Above: Dr Karen E McAulay

Social Media in Libraries: Me and my Cyber-Presence:

Let me introduce myself properly: I am Music and Academic Services Librarian at the Royal Conservatoire of Scotland (formerly RSAMD). Although I'm in Glasgow, I was brought up in Norfolk, and started my professional career as a cataloguer at the University of East Anglia, where CILIP past President Biddy Fisher was then a subject librarian.

When I see phrases like, 'social media in libraries', I start to twitch. Since I actually make heavy use of social media in the Whittaker Library at the Royal Conservatoire, why the twitching?

I feel simultaneously as though I *ought* to engage with these new technologies; and yet guilty that (sigh!) I could do more cataloguing if I wasn't blogging and creating RSS feeds! Worse still, I know I ought to keep these activities to my working hours, but sometimes I find useful links in the daily press, or in my out-of-hours research life. In the fast-moving world of Twitter and RSS feeds, currency is king. If I want to do a Whittaker Live blogpost that relates to a particular date, I won't hesitate to draft and post it the night before.

At times, I feel a bit like a spider, reaching out to grab all these interesting ideas, in the hope they'll appeal to our readers. Not for nothing did Grace Dent author *How to leave Twitter*. (I'm trying to resist finding you the Amazon link as I write this!) For me, the library blog is of far more importance than Twitter. Grace, we need a sequel: *How to stop blogging!*

So, why engage with social media? To keep abreast of trends; to find out what's new and to assess its relevance; to make contact with fellow-professionals (I now communicate with Irish and Welsh librarians, and research-support people in Australia and Toronto); to share news, upcoming events, and worthwhile digital resources with both professionals and library users; and to educate and inform our users in best information-seeking practice.

I use LinkedIn to engage in informal discussion about current issues, though I have misgivings about it; discussions can go strangely awry, and sometimes I receive updates that I could swear I'd un-ticked. My preferred professional vehicle is Twitter.

Domestically, I only glance at Facebook to keep up with our own undergraduate firstborn. (To any former 'friends', I apologise if I hurt your feelings by unfriending you - it was nothing personal!) Also in a private capacity, I maintain an Academia.edu page, and occasionally author the music blog for Jobs.ac.uk. I occasionally contribute library and research-related postings to the Australian research-support website, The Thesis Whisperer.)

I never rhapsodise about Sunday lunch, discuss outings, or soliloquise about hangovers or TV! We all now have a digital persona; I prefer mine to be my professional self, and not what SuperNanny would primly call "unacceptable behaviour"! Discretion is the better part of valour. I read somewhere that future employers can find out pretty much all they need to know about you from your Facebook profile - are you scared yet?!

So, what qualifies me to write about the use of social media in libraries? The answer lies in Whittaker Live, the performing arts library blog I've authored for over a decade.

<http://whittakerlive.blogspot.com/>



To quote our mission statement: "WhittakerLive has posted friendly, informative postings since 1999, showcasing performing arts and higher education links that will interest our staff and student performers. Current awareness is a priority: useful weblinks, publications, recordings, events etc. Also postings on learning skills, research support & information literacy."

The blog was set up to inform our community about useful websites, interesting events and other links relevant to performing artists. I moved it to Blogger in 2006. Initially, I focused on the academic content of our courses (eg, 'prescribed scores' for music history); and information about guest artistes and concert repertoire. However, students could easily find out these facts for themselves, so I now highlight key electronic resources, and support study, research and teaching by highlighting current awareness services, competitions, awards and conference calls for papers, or significant additions to stock. I sometimes link from Moodle, our institutional VLN, to Whittaker Live, but less frequently in the opposite direction, for obvious reasons.

Whittaker Live is named after William Gillies Whittaker, an early Principal. The blog often purports to be by "Whittaker" himself. I prefer to write in the third person, and tend to hide behind "Whittaker" rather than personalise postings too much. After all, this is a library blog; I write to represent the Library and what it has to offer. I try to combine informative content with a fairly light-hearted tone; "Whittaker" does not like to take "himself" too seriously.

The Royal Conservatoire's wide range of performance subjects ensures a similarly wide scope for the blog. Additionally, my own recent doctoral interests often inform postings on Scottish musical history; this also fits in nicely with the fact that the Conservatoire offers a BA (Hons) in Scottish music.

Branching out slightly, in summer 2011, I authored pages on early Celtic song collections, as somewhere to gather links and bibliographic references for my paper at the international music librarians' conference, IAML 2011, in Dublin.

(<http://whittakerlive.blogspot.com/p/minstrels-and-metaphors.html> and <http://whittakerlive.blogspot.com/p/minstrels-bibliography.html>)

To balance the seriously research postings, our recent name-change from the Royal Scottish Academy of Music and Drama, to the Royal Conservatoire of Scotland, gave rise to a page capturing the month-long series of Scotland-wide events organised as part of the re-branding: <http://whittakerlive.blogspot.com/p/we-are-celebrating-namechange-with-30.html>. Not surprisingly, hits soared as visitors realised pictures were being regularly added to this page!

Anyone involved in social media will agree that hyperlinks are vital. Postings (whether in 140 characters or a blog) need links to further information. Where the blogosphere wins over Twitter, is the added value offered by feeds from other social media.

Whittaker Live has feeds from my Twitter account (another reason to keep it professional!), Diigo (social bookmarking), Bibliolore (a blog posted by the music abstracting service RILM), 'On this day in Music', and Library Thing. StatCounter monitors visits to the website.

Blogging has certainly helped raise the profile of the library, giving us a platform and an unique voice. It's a way of speaking both to library users, and to the outside world. With care, a good deal of information can be got across without 'preaching'; I do try not to sound over-didactic. The challenge is actually to author posts that will appeal to all areas of our community. Costume designers, jazz musicians, clarsach players and lighting technicians can't possibly all enjoy the same subject matter!

And if Whittaker Live has been good for the library, I'm sure I've also benefited. It gives me the opportunity to write in a different way to either the classic 'library guide', or my post-doctoral researcher self, and to communicate with a wide variety of people whilst gathering information for the blog. I wanted to be a journalist when I grew up; perhaps this partially fulfils my ambition!

Dr Karen E McAulay

K.McAulay@rcs.ac.uk

<http://whittakerlive.blogspot.com>

Twitter: @karenmca

<http://rcs.academia.edu/KarenMcAulay>

Putting the social into social media

Using social media has pretty much transformed my professional outlook from prematurely bitter whinger to, well, determinedly enthusiastic and thoroughly overworked busy bee.

Eighteen months ago, or so, I started trying out social media/web 2.0 tools as part of the 23 Things Cambridge programme. I only really did it because I was starting Chartership and thought it would look good in the portfolio. At the time I was, and had been since I finished my MA, feeling pretty detached from the profession. Sure, I knew quite a few librarians and library staff, and I'd cast my eye over *Update* most months, but none of it seemed to connect to what I was doing or how I was working.

It turns out, of course, that what was wrong was my connection to the wider world, and not the wider world's connection to me. By getting involved in (or just eavesdropping on) conversations on blogs and, above all, on Twitter, I began to see that there all sorts of amazing people out there doing exciting and interesting things, and, more remarkably, that they're happy to talk to little old me!

Wandering up to someone Big and Important at a conference is scary. Answering if they ask a question or start a discussion on Twitter is less scary. That for me, is the magic of social media in the professional context: you can type out your little thought, have a look at it, see if it makes any kind of sense, edit it, and then contribute. Much easier than wandering up to someone, blurting out something embarrassing, and scuttling off to hide



Above: Katie Birkwood

behind a tea urn.

And why does it matter that the talking to people thing is easier online? Well, you find out about all sorts of cool stuff that's happening and that's been written, and about cool people who want to collaborate with you, or borrow your ideas, or just meet up. And then, when you do meet them, there's so much less hiding behind urns and so much more useful networking.

Lastly, social media doesn't mind if you're having on off day, or week, or month. You can disappear off into the shadows for a bit if you need some time to yourself, and that's fine. When you come back things are still going on and people are still happy to see you. Magic!

Katie Birkwood,
 Rare Books Specialist at Cambridge University Library

<http://maedchenimmond.blogspot.com>

Twitter: @girlinthe

Social media: an “omnichannel” route to communication and learning in Library and Information Management:

I am a chartered Library and Information Professional, and run an independent business consultancy to support members of my profession, as well as those working in the Life Sciences and indeed any other sector interested in improving the work of their teams. As such I have an insatiable appetite for communicating with others, and



Above: Elisabeth Goodman,
 RiveRhee Consulting

continuing my professional development. Social media have proved to be a tremendous resource for both!

This article describes my experiences and some of the pros and cons that I have come across in using 3 social media tools: LinkedIn, Twitter and Facebook.

Social media as “omnichannels” of communication and learning

December’s issue of the Harvard Business Review features a series of articles on the importance of embracing multimedia methods as an integral part of working with retail customers. In the words of Darrell Rigby “Successful companies will engage customers through “omnichannel” retailing: a mashup of digital and physical experiences”¹

The value of this “omnichannel” approach certainly echoes my own experience as a consumer and producer of communication and learning in the Library and Information profession, and in the business world in general. The people we interact with are using a whole range of digital and physical methods of communication and learning; we need to do the same to be full participants in their world.

I use the terms “communication” and “learning” as shorthand definitions of the many potential benefits of social media. A more detailed list would include:

Keeping in touch with and finding new professional and business contacts

Looking for answers to specific problems or questions

Coming up with new ideas

Promoting yourself or your business

Looking for new jobs, new employees or associates

Continued personal and professional development

This brings me to the first necessity in making effective use of social media: having clear goals and a strategy for their use!

The importance of defining your goals and strategy for social media

As anyone who has used social media tools will know: they can be tremendous consumers of your time. Some up-front planning will definitely help. Your goals could be any of the potential benefits listed above. Your strategy might include how you:

Represent yourself and your interests (e.g. by your organisation’s or your own name, the content of your profile, the keywords you use)

Integrate the use of the tools with other channels of communication and learning, with each other, and in your day-to-day work.

Having said this, you will need to spend some time familiarizing

yourself with the tools before you can truly define your goals and strategy. For more guidance on developing a social media strategy, and more detail on individual tools than this article can cover, see my blog “Social Media – putting you and your business at the heart of your community”²

LinkedIn: the all-in-one professional communication and learning tool

Any Library and Information Professional wanting to fully participate in today’s world of communication and learning simply must be on LinkedIn. Now with over 120 million users, it is the first place most people will go to find out about someone, how to get in touch with them, who might have expertise and what others are saying in a particular field of interest, to find new opportunities etc. As it is also possible to set up a (company) page for your organisation on LinkedIn, post updates for it, list jobs, and gain recommendations for your products and services, it is also a useful way to promote and find out more about a particular organisation.

Key steps to making good use of LinkedIn are developing a full and informative profile, posting regular updates, and joining and participating in relevant groups. One down side people mention about LinkedIn is that e-mail updates from the groups can become overwhelming. Adjusting the update settings for your groups, and periodically purging those you subscribe to will help to manage that. It takes a while to discover all the things that LinkedIn has to offer, but there is plenty of online help to help you build your profile and then explore further. My article in Fumsi³ may also be helpful, and readers of this article are also very welcome to get in touch via my own LinkedIn profile <http://www.linkedin.com/in/elisabethgoodman>

Twitter – fountain of knowledge or idle chatter?

Continuing this article’s passing reference to food, Twitter may be something like marmite: you either love it or hate it! For those who love Twitter, it is a vast cornucopia of information and people just waiting to be found. There are “hash-tags” to help you spot communications on your favourite topics, or about an event that you would have liked to attend. There are well-established Library and Information Professionals or organisations that you can follow to read their latest news and insights, or have informal conversations with at any time, from any place. You can follow vocal customers to find out what they are currently interested in, or what they are telling others about you, and of course you can contribute to their fund of knowledge with your own communications!

For those who hate Twitter, the sheer volume and indiscriminate nature of the chatter is just a noisy time waster. That may be the end of the story. But if you’d still like to give it a try, there are

front-ends, search tools, lists and directories that might make it more palatable.

Again, you are very welcome to get in touch with (or follow!) me on <http://www.twitter.com/ecgoodman>

Facebook – just for friends and family – or is it?

Most people probably use Facebook, if they use it at all, to keep in touch with their friends and family, or to ‘follow’ the pages of celebrities or organisations in which they have a leisure interest. Business and professional organisations have also developed pages on Facebook to communicate with customers and members, but it does not seem to have the same ease of reach as either LinkedIn or Twitter, nor the helpful degree of structure and online help provided by LinkedIn.

Having said that, the most valuable interaction I’ve experienced as a professional on Facebook is that with organisations such as CILIP East of England.

Conclusion – experiment then develop your strategy

It is definitely worth spending some time, if you have not done so already, to experiment with these and other social media tools. (Google+ is a more recent addition that both combines and has other features than those described in this article.) There are many online sources of help, as well as other people’s

experiences to draw upon. At some point though, I would recommend that you weave at least some of the tools into your “omnichannel” communication and learning strategy.

Elisabeth Goodman,
RiveRhee Consulting

References:

1. Darrel Rigby. *The Future of Shopping*. Harvard Business Review, December 2011, pp 64-76
2. <http://elisabethgoodman.wordpress.com/2010/07/24/social-media-putting-you-and-your-business-at-the-heart-of-your-community/>
3. *LinkedIn: An awesome information resource for building your reputation, your connections and your knowledge*. FUMSI, 1st June 2011
<http://web.fumsi.com/go/article/find/64268>
4. Elisabeth Goodman is Owner and Principal Consultant at RiverRhee Consulting (<http://www.riverrhee.com>), enhancing team effectiveness through process improvement, knowledge management, change management, MBTI (Myers Briggs Type Indication) and NLP (NeuroLinguistic Programming). Elisabeth also provides 1:1 tutorials and seminars on how to use [LinkedIn and other social media for personal and business development](#).

Social Media in Cambridgeshire, Essex and Norfolk libraries

Cambridgeshire

Leorita Stubbs, Information Librarian, Cambridgeshire Libraries

The use of Social Media in public library sector is no longer uncommon as it used to be. Many local authorities in the UK have been utilising Facebook, Twitter and Blogs to engage with their users. Cambridgeshire Libraries is one of the few who take advantage of these popular tools to communicate with their users. In essence this is a Library User Group in an online environment.

At present we moderate two Facebook accounts - [Cambridgeshire Libraries Facebook](#) and [Central Library Facebook](#), along with a [Twitter account](#) making up a total of 1640 followers and fans to date. In addition Cambridgeshire County Council is also running a blog for communities in the fenland called ‘Shape Your Place’ on <http://wisbech.shapeyourplace.org/>

We have found that these are invaluable tools to promote our library events, e.g. children’s events, authors’ talks, exhibitions, meetings etc. to both library users and non-library users with a hope that it will be bring the non-library users to the libraries. The more publicity these events receive, the higher the turnout, which also helps the libraries promote their meeting rooms to individuals or groups and in turn helps generate income for the service. This also gives us the opportunity to show our users photos and videos of events that have

taken place in libraries.

We also utilise these tools to raise awareness of our existing and new services such as our services for housebound and older people, special DVD loan offers and online resources. Posting links to Facebook and Twitter about our online resources has helped increase the usage statistics which is a huge benefit to the service, especially in the current economic climate where savings have to be made on printed stock.

One of the most vital features in both Facebook and Twitter is the ability to post important news about library eNewsletters, public consultation meetings, sudden library closures, internet downtime, interrupted mobile service or other emergency announcements. Fans and followers of the service have begun to rely on these tools for any up-to-date information about the service.

However, it is important to remember that Facebook, Twitter and blogs are a two-way communication channel between the provider of the service and its recipients. People want to join a community, not just visit another website. Hence we endeavour to engage our fans and followers to help us develop and improve our service by consulting them on issues such as the reintroduction of request charges in our libraries, branding of online resources and about their reading habits. The feedback we have received has been quite positive and encouraging. These tools are also being used by users to tell us if the information on our website is incorrect or out of date, which we are grateful for.

We are also aware that some content can get buried on the council website, but these tools let us publicise something new every day, hence bringing our users up to date with any news or events happening in libraries. Moderating social media for the library service doesn't cost anything except staff time. However, this can be time-consuming or a simple task depending on what the service is trying to achieve.

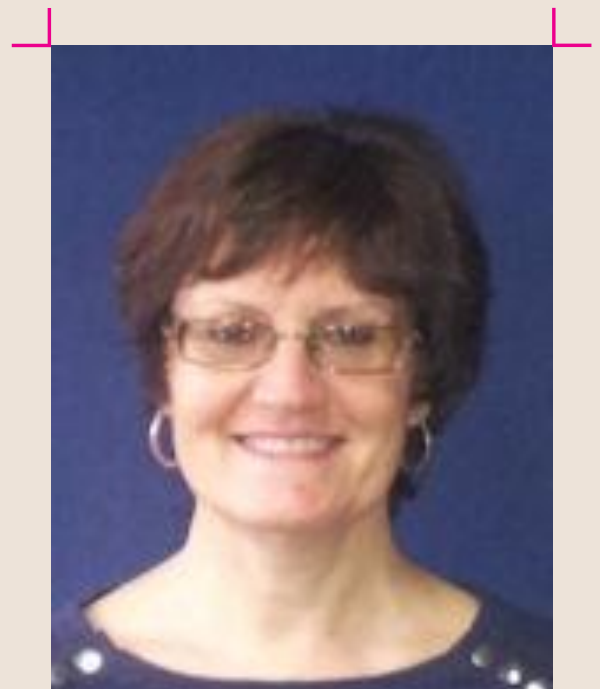
Cambridgeshire Libraries has plans to develop its virtual presence as part of the 21st Century Library Vision objective. This would require a greater use of Facebook, Twitter and Blogs to reach its communities in remote area, as well as increase online user participation and promotion of new technology in libraries.

Essex

Janice Waugh, Audience Development Manager,
Essex Libraries

All communications in Essex must be approved by the Corporate Communications department. Essex Libraries were successful in proving a business case about the need for us, as a service, to set up our own social media channels. There was clear recognition that social media could really enhance the customer experience, enable us to regularly remind our customers about the wide range of services we offer and in fact, help drive traffic online (one of our corporate goals). The main corporate concern was that we could maintain channels effectively within existing resources. In fact, limited resource was a major reason for our decision to have one account for all 73 libraries rather than have people in each library struggling to maintain accounts effectively.

The first channel set up was Twitter. Initially, to ensure effective use of resources, we created a stock of tweets about our range of services so that we could pluck one from the menu and tweet. This was a good starting point, but meant that none of our tweets were particularly timely. We then included tweets about forthcoming events – getting better. Now we tweet about general services, current activities and breaking news (mobile not on road, issues at a library etc) and we have been asked by Corporate colleagues to be the official channel for providing information to residents about



Above: Janice Waugh

libraries during adverse weather conditions (the website will refer people to the Libraries Twitter page for up to the minute information). Having one Twitter account for libraries across the county enables us to showcase the range of activities happening in libraries across Essex; however, we then have a responsibility to our libraries to ensure we cover the whole of Essex in our tweets (which are often picked up and retweeted by people in the relevant districts).

The second channel to go live was Facebook. We began slowly, posting twice a month only, as we were concerned about raising expectations before we were clear about the level of resources required. It quickly became clear that this was not sufficient to create a vibrant channel so decided to use content from other sources to create extra posts e.g. we often use information already created for e-newsletter. We also set up a bimonthly Facebook reading group 3 or 4 months ago, tweeting views simultaneously using a Twitter hashtag.

Then in November 2011 we launched the You Tube channel which attracted over 1000 views in its first week. This channel enables us to use other people's resources to provide readers with a more dynamic way to select reading, provide "how to" guides for online reference resources, and indeed create our own short films to promote services. We have uploaded one film about ebooks to date and have another in the pipeline about learning opportunities through Libraries. We constantly evaluate our activities against objectives to determine what is working and where we could improve.

With experience now behind us, we have written our first digital strategy (still at draft stage) to ensure we integrate our use of these channels as effectively as possible to achieve our overall goals.

Norfolk

Eileen Brock, Community Librarian –
 Virtual Community, Norfolk Libraries

A post of Community Librarian – Virtual Community was set up as a one-year secondment in order to launch Norfolk Libraries into the Social Media world, I was fortunate enough to take it on.

I worked closely with the NLIS Electronic Library Manager to discover what was possible with our systems and what would be needed to use them with most effect. We had discussions with the NCC ICT security architect to explain why we needed to loosen some security measures eg. use of apps & mobile devices.

During the year Norfolk County Council has produced 'Guidelines for staff using social media' including the 'personal versus professional' aspect, and a 'Moderation policy' which all departments have to follow.

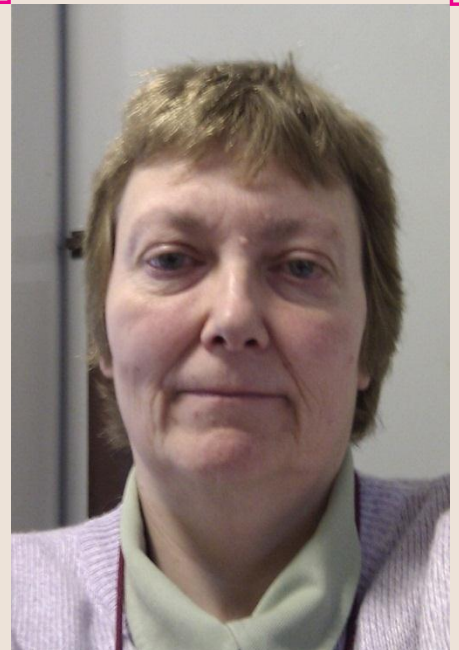
Norfolk Libraries have:

Twitter: @NorfolkLibs <https://twitter.com/NorfolkLibs>

We use it for:

marketing and promoting our services - we are reaching out to people where they are, interacting with them, asking them questions, listening and responding to comments. Only one 'Scandalous!' to date.

- keeping up to date with what is going on in the library, literacy and book world - choosing who to follow is key to the amount you get out of Twitter, we follow local tweeters from Norfolk, we follow national tweeters who talk about books and literacy eg @readingagency @literacytrust @thebookseller, we don't follow celebrities (apart from Stephen Fry and Darren Huckerby).
- live tweets, with photos using mobile devices, from events around the county. It makes everything more immediate.



Above: Eileen Brock

Facebook: Norfolk Libraries UK <http://www.facebook.com/NorfolkLibrariesUK>

We use it for:

- the same reasons as Twitter
- events listings
- promoting books and reviews on our blogs
- upload lots of photos from events.

Blogs: We have a book review blog to which anyone can send reviews or make comments, staff and customers

<http://norfolklibrarybookreviewblog.wordpress.com>

We also have an events blog to which all libraries contribute

<http://norfolklibrarybookblog.wordpress.com>

We also set up blogs for one off events, there was one for the Great Big Read last year and will be one for the Great Reading Takeaway in 2012

We use Hootsuite for setting up of tweets and posts in advance so send stuff out in the evenings and weekends. Our wordpress blogs are linked directly to Twitter and Facebook so new posts appear automatically.

We have YouTube <http://www.youtube.com/NorfolkLibraries> and Flickr <http://www.flickr.com/photos/norfolklibraryandinformationservice/> accounts too, but haven't developed them much yet.

See all Norfolk County Council social media sites here: www.norfolk.gov.uk/socialmedia

We have started using QR Codes, tried it out on some Summer Reading Challenge posters and have put them on our latest opening hours posters.

We have stretched the boundaries of what is allowed corporately, use of Firefox, addition of Android phone to name a couple.

A team of Social Media Champions has been set up who do the daily posting and tweeting and answering of queries within their normal hours.

The Virtual Community post is now 18.5 hour a week, to oversee the champions and develop our Social Media offer.

You don't have to like Social Media or join in but you do need to know about it and how libraries can and are using it with customers.

Once you start you can't and shouldn't stop!

You can tell I'm hooked, I prefer Twitter to Facebook as it's more immediate, it keeps me up to date with what is happening in the library world and I can respond or not.

Who knows where we'll go next – Google+ anyone?

Need some more inspiration? Take a look at these links (all recommended by our members)

- **Social Media – Doing It Right presentation** by Sean Clark, Head of Web (Adnams)
<http://slidesha.re/tDsfVc>
- **My Voice – Using Social Media to engage young people with libraries**
<http://www.readingagency.org.uk/young/myvoice/>
- **Marketing the Academic Library in a Web 2 world presentation** by Ned Potter, (@theREALwikiman, www.thewikiman.org)
<http://slidesha.re/o6qhf2>

CILIP East of England Branch is not responsible for links to external sites.

Critical Success Factors for Effective Personal and Organisational Change CILIP East of England

Bury St Edmunds 23rd November 2011. Reflection from two participants

I was lucky enough to attend the course on Critical Success Factors for Change run by Elizabeth Goodman on the 23rd November at Bury St. Edmunds library (which in itself is a lovely building). The event was organised through CILIP East of England branch. We all arrived and Elizabeth introduced herself and started by giving us the general overview of change and how people react to it. The day then went from good to great as

Elizabeth's presentation took us through all aspects of change and how it impacts both professionally and personally. We had ample chance to interact and work as teams which lead to some good networking opportunities. I myself now have a couple of visits lined up to see completely different aspects of our profession and am hoping people will come and pay me a visit in my library. Being a primary school librarian is proving to be a rare thing! I found I could relate a lot of what Elizabeth spoke about directly to my work and had I known then what I know now I would have gone about it in a completely different way. The most important thing I came away with was you have to take into account the bigger picture. By that I mean when you are implementing change it is important to plan, plan and plan; especially thinking about who the change will affect; not only directly but, more importantly, indirectly. I came away with a few ideas and just hope I can remember them ready for the next change.

Audrey Morton, School Librarian at Burrowmoor Primary

I attended Elisabeth Goodman's course with a colleague as we



Above: Bury St Edmunds Library, where the event took place

are experiencing an enormous amount of change at Bedford Borough Libraries at the moment both in terms of cost cutting and managing budgets, and in the implementation of RFID. The course proved to be both practical and inspiring, forcing us to confront our aims and challenges in a very direct fashion.

She began by graphically describing how people react to both positive and negative change and I certainly recognised the feelings as they ranged from bewilderment and resistance on the path to acceptance. It was also useful to consider how people accepted change in different ways and in different timescales – it’s all very personal - and that change can be made easier by recognising this and by targeting the different groups in different ways. Some can be used as advocates whereas others will need much more reassurance. Resistance to change can actually be useful as a source of information and if responded to positively can actually be an advantage – by responding directly to concerns, you can get an idea of the wider picture and have an opportunity to consider, reassure and inform.

Elisabeth invited us at this stage to consider where we felt we

personally stood with respect to the journey through change and through group discussion we were able to share ideas and experiences. I found the “burning platform” concept particularly interesting and thought-provoking (an oil rig reference – if the platform were on fire, what would you do?) – i.e. what exactly am I trying to achieve?

We then went on to consider this in terms of how a particular change relates to organisational strategy and the climate for change and exactly what people will be expected to do differently as a result of the change. Again, it was very useful to share experiences around the table and to give and receive advice from different perspectives.

The course also focussed on the “why, what, who, where, when, how” very specifically which made you think in a very practical way about how change is to be achieved. This was underpinned by a consideration of psychology, social psychology and organisational theory emphasising the importance of a feeling of belonging, opportunities for feedback, reassurance and collaboration, not forgetting a conducive space in which to work.

You need to consider everyone who will be involved in the change, however marginally, and get them on board using relevant strategies for the more and less enthusiastic to ease the process and to enable it to be ultimately successful. Clear information is the key, as is the use of skilful advocates.

So, exactly what did I get from all this personally? I realised that I am not there yet in the scheme of things, that I still have realistic concerns about the changes taking place at Bedford Central Library (RFID, the loss of posts and the consequent changes to roles, desk duties and working practices, cuts to the budget) but that my confidence will increase over time. This will also help me when talking to other library staff in the future as we guide each other through the process and all that it entails. I also learned how to measure success using a very clear diagram spelling out

what change I want to implement, how I approach it, who is involved, what the objectives are and what is the measure of success. In Bedford's case this is the smooth running of the service with everyone playing to their strengths. I learned that change can be stressful, unsettling and worrying, but can also be an extremely positive experience and a driver of growth, reflection and adaptability. It made me think about the step-by-step processes needed to achieve change and made it all seem more achievable. I will certainly take on board the Chinese proverb that Elisabeth included in her notes: "I hear and I forget, I see and I remember, I do and I understand".

Sally Heard, Team Librarian, Bedford Central Library.



Above: Audrey Morton

'My Job' A Rather Unique But Essential Role:

Primary School Librarian

When I was asked to write a piece about my role as a Primary School Librarian my first thought was – where do I start? I have learnt so much and, I hope, made a difference to primary school children over the years.

I joined Burrowmoor Primary School in January 2008 after a long break from the work environment bringing up my two daughters. Burrowmoor has around 450 pupils. "Pre mum" I was a production/engineering manager at a large ink jet printer firm for many years. Little did I know a lot of what I learned there would stand me in good stead for my current post. Whilst doing my "stay at home mum" bit I became involved as a parent helper at my daughters Primary school. I used to volunteer twice a week and help with childrens reading either on a one to one basis or in small groups. I did this for about six years in total.

I thoroughly enjoyed helping out and I could see what a difference it made to the children having someone to read with or read aloud. Not all children are lucky enough to have the support at home they need and this was a valuable asset set up within the school. It also gave those less confident readers a chance to shine.

The post at Burrowmoor was advertised in 2008. I applied for the post and was successful. I got the job working six hours a week. I now currently work nearly thirty hours a week. From the moment I started it was obvious there was a lot of work to be done! I knew nothing about running a library but my experience gained in the production environment stood me in good stead. Through working with children and being a highly organised individual I relished the challenge of organising a very under used library. The task list seemed endless. There was cataloguing, indexing, search systems, inductions, training (both for myself and others), promotions etc to be done. I certainly had my work cut out!!

Four years down the line we now have a fully catalogued book stock covering all locations within the school. We have around 18,000 books. The library is now one of the busiest places in the school. I have a constant stream of visitors and am now organising visits for the very small children with a view that as they progress through the school they will be encouraged to use the library regularly.

About three years ago I was given the task of managing a dedicated reading scheme which, initially, was only used in year 5 and 6 children aged between 9 and eleven. I have worked hard on this scheme implementing lots of incentives and rewards for those that achieve. I monitor closely individual test results and encourage and guide individuals to achieve their full potential. I started with 120 pupils and three years down the line I now have 250 pupils on the programme ranging from age 6 to 11. We are seeing incredible results in both their reading and literacy levels with a steady increase in SATs results. I continue to help those that need it with either one to one reading or taking small reading groups. We have a hotly contested "winners cup" which goes to the class with the highest score at the end of July each year. As I write this article near Christmas I already have several teachers with their eye on the prize. I keep each class up to date with weekly summaries to see who is currently leading.

Reading always has been a passion of mine particularly with children. I know, first hand, what a difference reading can make to an individual. I am passionate about children reading and will do everything within my power to enable them to start secondary education with a life long love of reading. I have been fortunate enough to witness the powerful results of the ongoing education in literacy and reading with individuals throughout the years both on a one top one basis and in groups.

With all this happening I decided last year to achieve some form of recognition as to what I do. I realised I had no formal qualification with regard to being a Librarian so I started to look into what I could do. With the role constantly changing and the title covering all manner of things depending on what environment you were in I decided to make use of my membership of CILIP and start my course to Chartership. As I had no degree I had to take the route two option. My mentor has been a godsend to me and I became accredited in April this year. To say it was a learning experience would be an understatement but don't let that put anyone off who is thinking of doing it. It is a great way to realise just what it is you do and how it can be improved upon. I am now starting my Chartership. I have been to lots of free or nearly free seminars and picked up some good contacts. Also being able to share ideas and experiences is invaluable. However, as the title suggests, I have yet to meet another Primary Librarian on my travels. I am sure there must be some out there. It would be good to meet them someday...

Audrey Morton



Poetry corner

The Ring

Nature to see: nature that stands,
 nature that spreads, nature that glows.

Nature to work with: nature that shines,
 nature that grows, nature that blows.

Nature to fear: nature that drowns,
 nature that tears, nature that burns.

Nature has nature's ways to kill.
 Appeasement's temporary. Nature will.

*From train I saw wind turbines across miles of rainy fen, flashing
 in cloudlight at each turn. In the carriage rain fell between lights.*

And that was a tweet, and a tweet is small,
 but it was made from the ring of them all.



Above: Aidan Baker, Haddon Library of Archaeology and Anthropology

Keep up to date with library and information news from around the region!

Twitter: [@CILIPeOE](#)

Facebook: [CILIP East of England Branch](#)

Google Plus: [East of England CILIP](#)

Blog: <http://communities.cilip.org.uk/blogs/eoe/default.aspx>

Website: <http://www.cilip.org.uk/get-involved/regional-branches/east-of-england/pages/default.aspx>

We are always keen to hear your thoughts, ideas and questions so please feel free to contact us at any time.

Reminder

If you haven't yet received a monthly branch email, check that your details are registered on the CILIP website and that your branch is set as 'East of England'.

Would you like to submit an article for the next edition?

If so, we would love to hear from you! We are also hoping to make the 'My Job' column (as seen on page 12) a regular feature from now on. If you would like to write a similar piece about what you do in your job then please email [Jenni Kuziw](#), [Simon Barlow](#) and [Vivien O'Carroll](#) with your thoughts – maximum 1000 words. Copy deadline is 31st March 2012.

Got a point to make about this but no time to write an article? Please do contact us (details above) as we plan to publish a selection of comments next time (with permission).

East of England Committee 2012

Chairs: Maria Giovanna de Simone and Niamh Tumelty

Vice-Chair: Vacant

Secretary: Jo Harcus

Outgoing Treasurer: Janet Bayliss

Treasurer Elect: Neil Dixon

Sunrise Editors: Simon Barlow, Jenni Kuziw and Vivien O'Carroll (co-opted member)

Web Editors: Louise Auckland and Lisa Elmer

Ordinary Members: Rosemary Crook, Carol Fisher, Sally Heard and Darren Smart

SIG Representatives: James Yardley (ISG), Janine Bhandol (CDG), Louise Aldridge and Anne Worthington (YLG)

The East of England Branch decided to make its journal Sunrise available only in electronic format at the end of last year. If you need to an alternative format of Sunrise, please email cilipeast@gmail.com We are happy for anyone who does have internet access to print and circulate copies of the journal as appropriate.