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## **PPM60 Conference on Librarians for the Cyberworld**

**Tranforming Leadership in Libraries Through an  
Innovative And Motivated Workforce**

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**14<sup>th</sup> Sept 2015  
Pullman Hotel, Bangsar,  
Kuala Lumpur**

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**This presentation is divided into 3 parts...**

## **Outline**

- 1) Issues affecting motivation and innovation
- 2) Why Transformational Leadership in Libraries?
- 3) Best Practices

# ICE BREAKING

## Bajet 2016: CUEPACS mohon bonus tiga bulan

KUALA LUMPUR - Kongres Kesatuan Pekerja-Pekerja Di Dalam Perkhidmatan Awam (CUEPACS) berharap kerajaan dapat memperimbang pemberian bonus sebanyak tiga bulan kepada penjawat awam pada pembentangan Bajet 2016 bulan depan.

Setiausaha Agung CUEPACS, Datuk Lok Yim Pheng berkata, permintaan berkenaan dibuat bagi membantu meringankan beban penjawat

awam yang berhadapan dengan kos sara hidup yang tinggi pada masa ini.

"Kita bukanlah minta kerajaan bagi sekali gus bonus tiga bulan itu, beri secara berperingkat pun tidak mengapa kerana kita faham keadaan kerajaan," kata beliau di sini semalam.

Beliau berkata, permintaan bonus itu juga adalah sebagai menghargai jasa penjawat awam yang telah menunjukkan prestasi perkhidmatan

yang baik selama ini.

"Selain itu, apabila mendapat bonus, mereka akan berbelanja dan sekali gus akan merancakkan lagi ekonomi negara," katanya.

Yim Pheng berkata, CUEPACS juga mahu kerajaan menyamak semula dan melakukan penambahbaikan 252 skim gaji dan elaun penjawat awam bagi mengurangkan bebanan mereka dalam keadaan ekonomi tidak menentu kini.

Beliau berkata, perhatian sewajarnya perlu diberikan kerana ia merupakan harapan kepada 1.6 juta penjawat awam di negara ini.

"Mana-mana skim perkhidmatan yang dianggap kritikal seperti pembantu tadbir dan badan beruniform, sudah lima hingga enam tahun tidak disemak, perlu diberi perhatian... kerajaan perlu beri keutamaan kepada mereka yang berpendapatan rendah," katanya lagi. - Bernama



YIM PENG

**Kerja Teruk Tapi Bos Baik, Atau**

**Kerja Okey Tapi Bos Teruk**

## ISSUES

Creating an innovative and motivated workforce has never been more challenging for leadership in libraries . Demands for services frequently outstrip the resources—money, time, and people—that are available. Librarians look for more effective ways to make their voices heard as priorities are set organisation-wide.

## Library threats can happen anywhere, anytime and in any forms...



### VALUE & VISIBILITY)

- ✓ volatility of the business environment
- ✓ ability to adapt and be flexible is critical in value creation

### CHANGE

- ✓ Constantly staying relevant and developing new knowledge and tools
- ✓ librarians need to be “catalysts for new thinking”

## Catastrophic Disasters

### INNOVATION

- ✓ Key success to library
- ✓ Learning Organisation –

### FROM BABY BOOMERS TO GEN Y

- ✓ The entry of Generation Y into the workforce
- ✓ They are highly educated, technologically orientated, confident, ambitious

### REDEFINING OUR ROLES

- ✓ New Patron Demands Stretch Budget and Organizational Culture

*... are we prepared for the impact of these unlikely scenarios?*

## BARRIERS ..... HINDRANCE .... GAPS

The constant expectation that Library Leaders will provide articulate, effective leadership too often creates stresses in both their personal and professional lives and staff too.

## There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback

### Leadership

Lack of knowledge on leadership & exposure to lead/supervise

No engagement session with staff and top management

Leadership training

Lack of 2-way communication

Channelling of information to staff not consistent

Resentment to criticism & opinions

### Mindset

Not motivated

Ethics & Professionalism

Teamwork & Co-operation

Work environment not conducive

Acceptance on change

Silo mentality

KRAS, vision & mission statement not fully understood

No dynamism

Too calculative

Too "SOP" driven

Comfort zone



## There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback

### Networking

Communication & Commitment  
(internal, inter faculty,  
students, communities)  
No Win Win situation with  
Collaboration partners  
**Visibility at national & international  
level**  
Not active with consortium  
Collaboration only active due to  
budget constraints & reputaion  
issue

### Competencies

Multi skilling  
Too long in the same position  
Subject specialisation  
**Skill in their own area of work**  
Outdated Curriculum  
Library orientaion  
Lack communication skill to deal with  
the industry  
Commitment to attend training  
Imbalance staff competencies  
Negotiation skills  
Multi tasking  
Information searching skills (staff &  
users)

**There is a need for a holistic approach to enhance an innovative & motivated workforce - staff feedback**

**Structure**

Human Resources (expertise vs total users, organisation charts)

**Traditional ambience & infrastructure**

Budget constraints

Library of choice

Gen Y

**Systems & Processes**

Repetitive & Duplication

**Uniformity**

Red tape & Bureaucracy

Deteriorating loan & physical visitor statistics

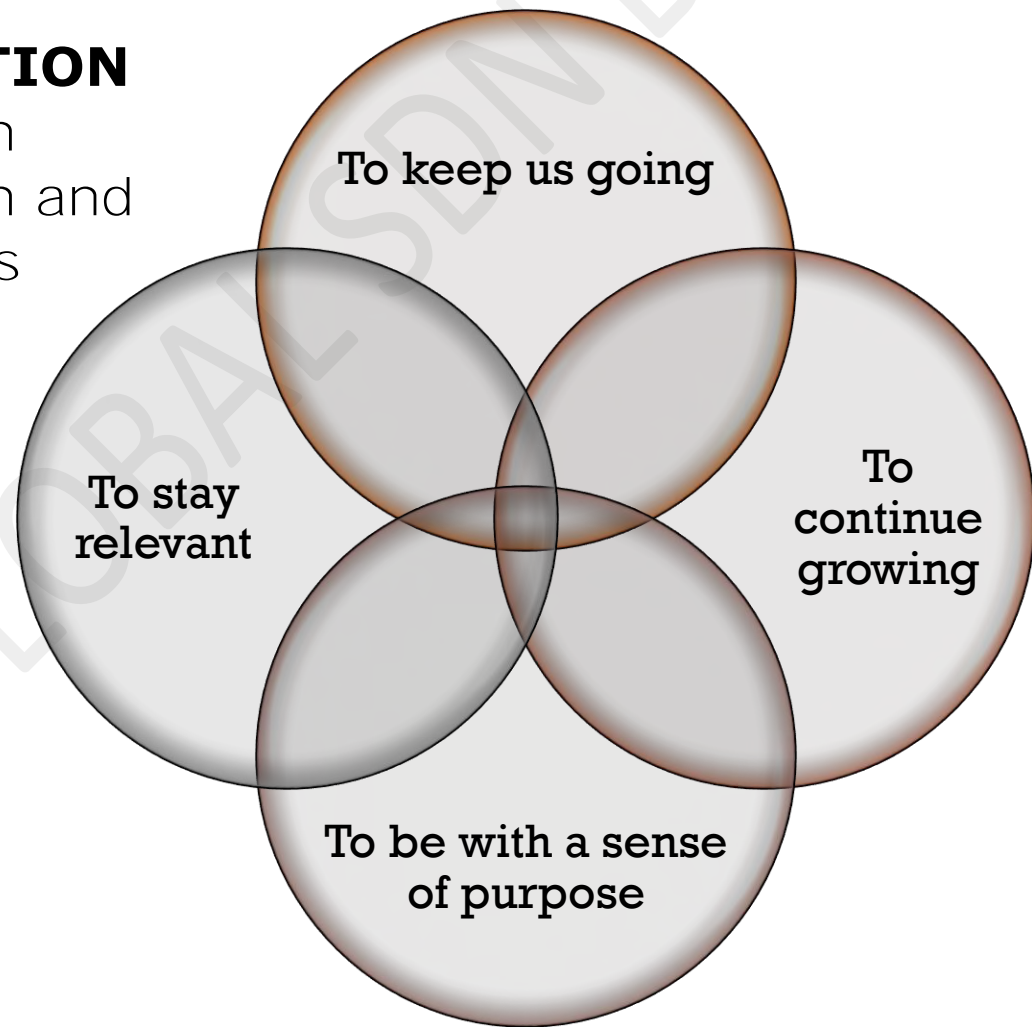
Bound by old work processes

## Why transformation?

**Librarians look for more effective ways to make their voices heard as priorities are set organisation-wide**

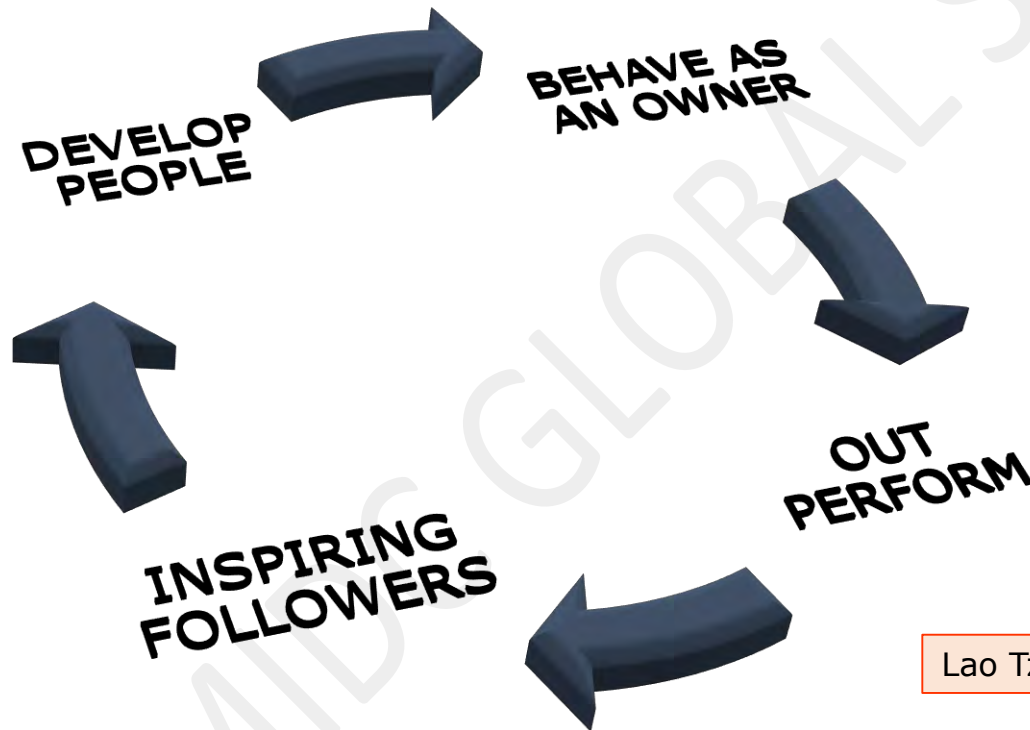
### **HANGE/TRANSFORMATION**

has a different reputation according to the situation and reason. Transformation is necessary :



How well-positioned are Libraries in organisations to meet current and future challenges in terms of leadership?

### Leader Competencies



"A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves"

Lao Tzu (600 BC-531 BC)

How effective are librarians own leadership by looking at deepening their insights and broaden their repertoire of useful approaches to

Foundational Behaviour	COMPETENCIES	Leadership Dimension	COMPETENCIES	
	Librarian		Senior Librarian	Chief Librarian
Take Initiative	Organizational Commitment	Behaves as an Owner	Organisational Entrepreneurship	Organisational Entrepreneurship
	Achievement Orientation	Outperforms	Business Focus	Maximising Business Opportunities
Reach Out	Teamwork		Driving Execution	
	Relationship Building		Leading Team & Networking	Building Teams & Networking
	Influencing Others		Impact & Influence	Championing Change
Be a Learner	Business Awareness	Inspires Followers	Shaping Strategy	Vision Building
	Strategic Orientation		Inspiring Trust & Demonstrating Integrity	Inspiring Trust & Demonstrating Integrity
	Upholding Values			
Develop People	Developing Oneself & Others	Develops People	Coaching and Developing Others	Coaching and Empowering

# As leaders we must instill ....

## Shared Values

### Loyalty

Loyal to the nation and corporation

### Integrity

Honest and upright

### Professionalism

Committed, innovative and proactive and always striving for excellence

### Cohesiveness

United in purpose and fellowship

BEST PRACTICES

## The Google Way of Motivating Employees

### Background

2014 “Best Company to Work For” by the Great Place to Work Institute and Fortune Magazine.

### Work Culture

- “To create the happiest, most productive workplace in the world.”
  - Fun is a Regular Aspect of Work

### Impact

- More Innovative Products
- Employees Become More Entrepreneurial (Hence More Productive)
- Less Company Risk
- 20 percent of free time is responsible for the introduction of some of Google’s innovative and brilliant product

Source :<http://www.entrepreneurial-insights.com/google-way-motivating-employees/>  
September 25, 2014





Penjenamaan PPA5 tarik perhatian antarabangsa

# Perpustakaan jadi pusat perjumpaan

Oleh AFIX REDZUAN

**P**erpustakaan dahulu hanya sinonim sebagai pusat mengumpul kaji pelajaran dan meminjam bahan bacaan. Namun pandangan malar itu diubah melalui evolusi perpustakaan berkonsepkan kontemporari dan idea moden yang berjaya menarik kehadiran pengunjung.

Ikuti sesi wawancara bersama Pengarah Perbadanan Perpustakaan Awam Selangor (PPAS), Mastura Mohamad

Q&A

Bagaimana perkembangan hampir siap sekarang di Sungai  
projek penjenamaan semula Petak.  
perpustakaan daerah? jumlah perpustakaan yang di-



# PUSTAKA NEGERI SARAWAK

## 7 ATTRIBUTES OF A **WORLD-CLASS** ORGANISATION

**Semangat  
Inovasi**

Spirit of Innovation



# Inisiatif Kualiti



## MEMASYARAKATKAN PERPUSTAKAAN

### UTM launches its first Reading Station

**JOHOR BARU:** Universiti Teknologi Malaysia (UTM) launched its first ever Reading Station and hopes to eventually have 30 such stations on campus.

The Reading Stations will feature a collection of journals, books and other reading material of various subjects, placed at strategic locations on campus allowing readers easy access to information.

UTM vice chancellor Prof Datuk Ir Dr Zaini Ujang said the move was to promote the reading habit among staff and students.

"We hope by reading, our staff and students will have a broader perception of the different cultures and thus develop their understanding for one another which is in line with our Prime Ministers concept of 1Malaysia," he said.

He stressed the importance of inculcating the habit of reading, as it would inspire creative and innovative minds.

Dr Zaini, who came up with the concept, said he welcomes the university students, staff and the public to donate the reading materials.

He added that the shared materials would help students feel a sense of belonging.

For details, call, 012-713 3844 (Sabri Ahmad).

*The Star 18 May 2009*

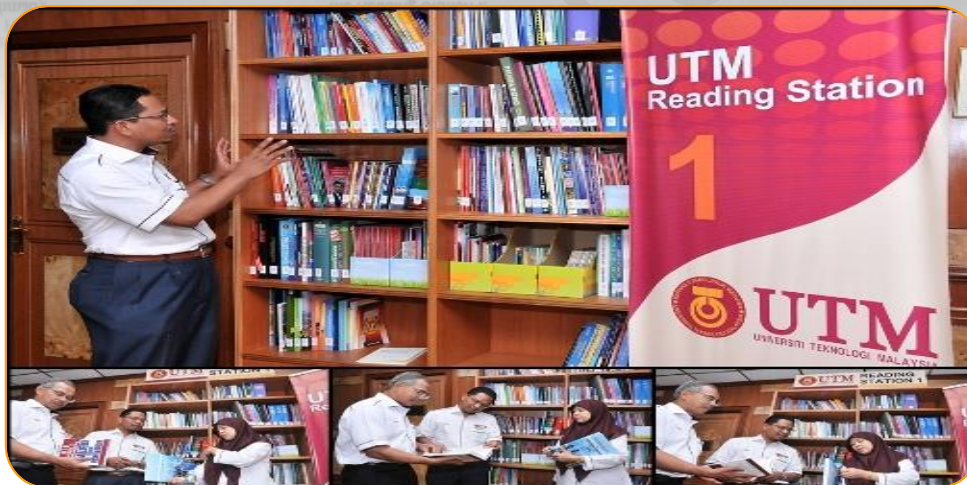


**Wide range of topics:** (From left) UTM Deputy Vice-Chancellor Prof Dr Mohd Azraai Kassim, Dr Zaini, UTM Head Librarian Kamariah Nor Mohd Desa flipping through books at the Reading Station I.

### UTM READING STATION

Established **4 May 2009**,  
Started with 16 stations UTM  
groupwide

The Working committee lead by  
PSZ and championed by their VC.



## CONCLUSION

How do we move forward from here...

## **Review & Reflect**

1. Leadership. We all know what that is. It stimulates teamwork
2. Anyone with an idea and some initiative can be a leader
3. True leaders earn their leadership through the enthusiastic support of their followers
4. Finally, let's recognize the importance of being engaged. Leaders engage others by, above all, engaging themselves



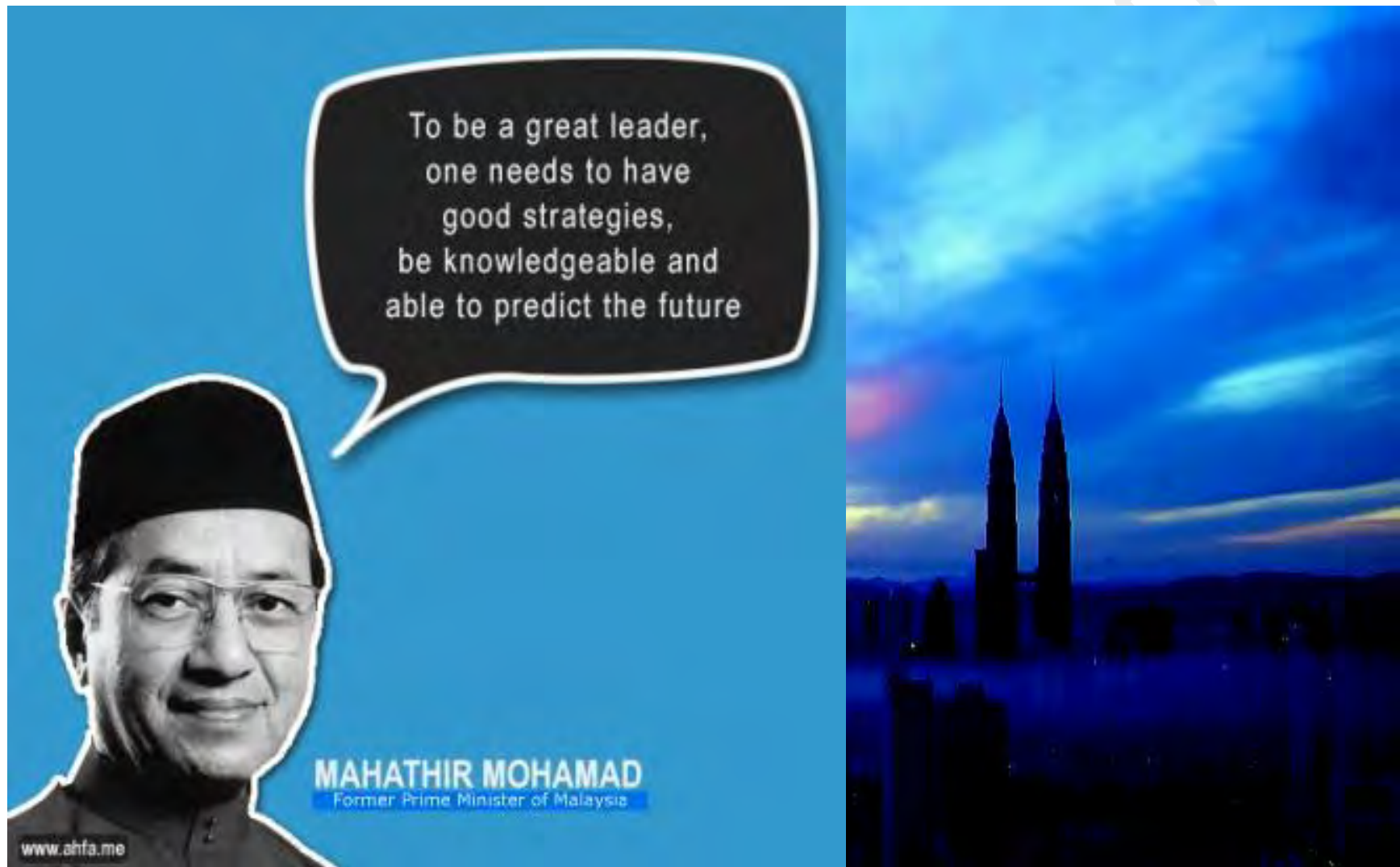
## The final words

"We are only humans, and as human beings, we all make mistakes.

This is common.

The most important thing, though, is that we learn from our mistakes.....

And as leaders or managers, we must not be quick to always punish our staff when they do something wrong. "



**THANK YOU**