

Association of Mental Health Librarians

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Management Trends for Smaller Libraries

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Presentation Outline

All managers need to:

- defend his/her unit and its role within the organization
- be accountable for his/her unit's performance and decisions made
- maximize the use of the organization's resources

Evidence-Based Practice (EBP) helps managers make better decisions

Definition: Evidence-based practice brings together the best available evidence with insights from working experience, moderated by customer needs and preferences.

Steps in the EBP process:

- define the problem and develop an answerable question
- find the evidence
 - + customer-reported data: solicited, unsolicited, transaction data
 - + practitioner-observed: recorded, unrecorded
 - + research-derived: from the literature, original research
- appraise the evidence
 - + Critical Appraisal Skills Programme (CASP)
 - + Critical Skills Training in Appraisal for Librarians (CriSTAL)
 - + Other checklists or templates
- Use the evidence to make a decision
- Evaluate the decision – did it work?
- Redefine the problem

Barriers to EBP:

- lack of time
- lack of organizational support
- lack of resources
- lack of research knowledge/ability

Six Sigma – developed at Motorola in the mid-1980s and designed to improve an organization's internal processes thereby reducing or eliminating inefficiencies, defects and errors.

Six Sigma process: DMAIC – define, measure, analyze, improve, control

- define the process to be improved
- measure current performance of the process in question
- analyze the situation to identify causes of errors or inefficiencies
- improve the process to eliminate or significantly reduce the cause of the errors
- control the process and monitor things to ensure the solution is effective

DMEDI – define, measure, explore, design, implement – when trying to identify new products or services

Balanced Scorecard – developed in the mid-1990's as a performance measurement framework that uses both financial and non-financial factors to measure an organization's success.

Four perspectives of the Balanced Scorecard:

- Financial – to succeed financially how should we appear to our stakeholders?
- Customer – to achieve our vision how should we appear to our customers?
- Internal – to satisfy our stakeholders and customers at which business processes should we excel?
- Learning & Growth – to achieve our vision how do we sustain our ability to change and improve?

Each perspective is “scored” in four areas:

- objectives
- measurement
- targets
- initiatives

Sources for Evidence Based Practice

Booth, Andrew. A Bridge Too Far? Stepping Stones for Evidence Based Practice in an Academic Context. *New Review of Academic Librarianship* 15: 3-34, 2009.

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Kakos, Amos. Evidence-based Library Management: The Leadership Challenge. *portal: Libraries and the Academy* 7(4): 431-450, 2007.

www.evidence-basedmanagement.com EBM website started by Stanford professors Jeffery Pfeffer and Robert Sutton, two early EBM proponents. The sections “Research & Practice” and “Other EBM Movements” are helpful.

<http://ejournals.library.ualberta.ca/index.php/EBLIP> Evidence Based Library and Information Practice – a peer-reviewed, online journal devoted to evidence based practice in librarianship.

Sources for Six Sigma

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Voyles, Jeanne F.; Dols, Linda and Knight, Ellen. Interlibrary Loan Meets Six Sigma: The University of Arizona Library's Success Applying Process Improvement. *Journal of Interlibrary Loan, Document Delivery & Electronic Reserves* 19(1): 75-94, 2009.

www.isixsigma.com -- online content provider for Six Sigma-related resources.

Sources for the Balanced Scorecard

Bielavitz, Tom. The Balanced Scorecard: A Systemic Model for Evaluation and Assessment of Learning Outcomes? *Evidence Based Library & Information Practice* 5(2): 35-46, 2010.

Howard, Dan and Marney, Dean. What is the Balanced Scorecard and What Can It Do for Your Library? *PNLA Quarterly* 72(1): 23-26, 2007.

Kaplan, Robert S. and Norton, David P. *The Balanced Scorecard: Translating Strategy into Action*. Boston: Harvard Business School Press, 1996.

Kettunen, Julia. The Strategic Evaluation of Academic Libraries. *Library Hi-Tech* 25(3): 409-421, 2007.

Lloyd, Stratton. Building Library Success Using the Balanced Scorecard. *Library Quarterly* 76(3): 352-361, 2006.

Matthews, Joseph R. *Scorecard for Results: A Guide for Developing a Library Balanced Scorecard*. Westport, CT: Libraries Unlimited, 2008.

Willis, Alfred. Using the Balanced Scorecard at the University of Virginia Library. *Library Administration & Management* 18(2): 64-67, 2004.

www.balancedscorecard.org -- website of the Balanced Scorecard Institute; see the "BSC Resources" section.