



Creating a Climate Encouraging Innovation and Receptivity to Change as a Basis for CPD

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Meeting:

200 — Weaving continuing professional development into every library organisation — Continuing Professional Development and Workplace Learning Section

Abstract:

Service innovation has become a necessary choice and management technique in service industries. Services now are making up about 70% of the GDP in countries of the Organization for Economic Cooperation and Development (OECD). Libraries are part of the service “industry” and have to implement new technologies and services to improve satisfaction to their users and customers. In the area of libraries systematic innovation is less developed and one gains the impression that libraries don’t take strategic action, and that innovations are the result by chance.

On the other side libraries have to implement CPD as an ongoing, planned learning and development process. CPD has to prepare the library staff for changes in existing roles or moves for new roles in a permanent changing library. The Chartered Institute of Personnel and Development (CIPD) defines CPD as „Planning and shaping the progression or movement of individuals within an organisation by aligning employee preferences and potential with organisational resourcing needs.“ [CIPD Managing employee careers survey report, 2003]

Innovation management requires new management skills based on these innovations. But it seems that human resources remain largely untapped because CPD is like innovation management only seldomly a strategic process in libraries. By combining innovation management and CPD library managers have the opportunity to develop a holistic set of skills including people and technical skills needed. This is important to plan the staff’s career along the needs of the library and not along individual interests. In many libraries you can find a kind of „further education tourism“, because there is no educational controlling / evaluation.

Therefore the combined concept of innovation management and CPD on one side helps to integrate CPD into the library strategic plans and budgets and on the other side it helps to save resources. And last but not least it creates innovative libraries with competent librarians.

Introduction

The product and service sector has to be aimed at the customer needs so that the single customer is satisfied while the entrepreneurial goals are accomplished simultaneously, however. In the context of service innovation this means that new services must custom-fitly be tailored to the customer. (Apparently) good ideas of one's own, however, are too often realized without analyzing, whether the customer needs these services or whether the market is ripe to this. Nowadays the customer will always be the focal point when new products and services are developed. You call it user-driven innovation. Therefore, identifying customer needs is the most important aspect in this process.

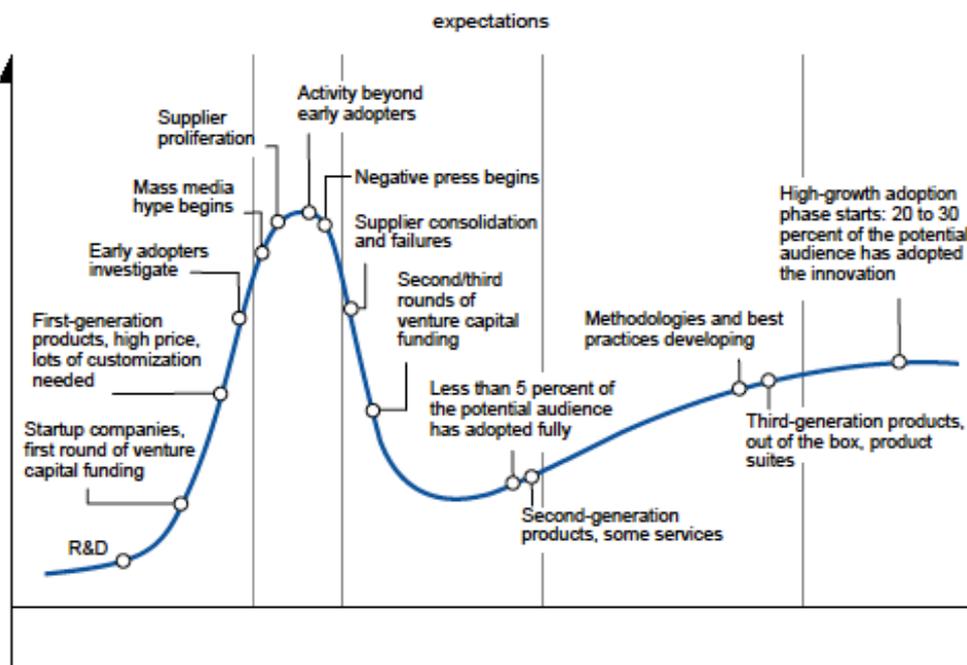
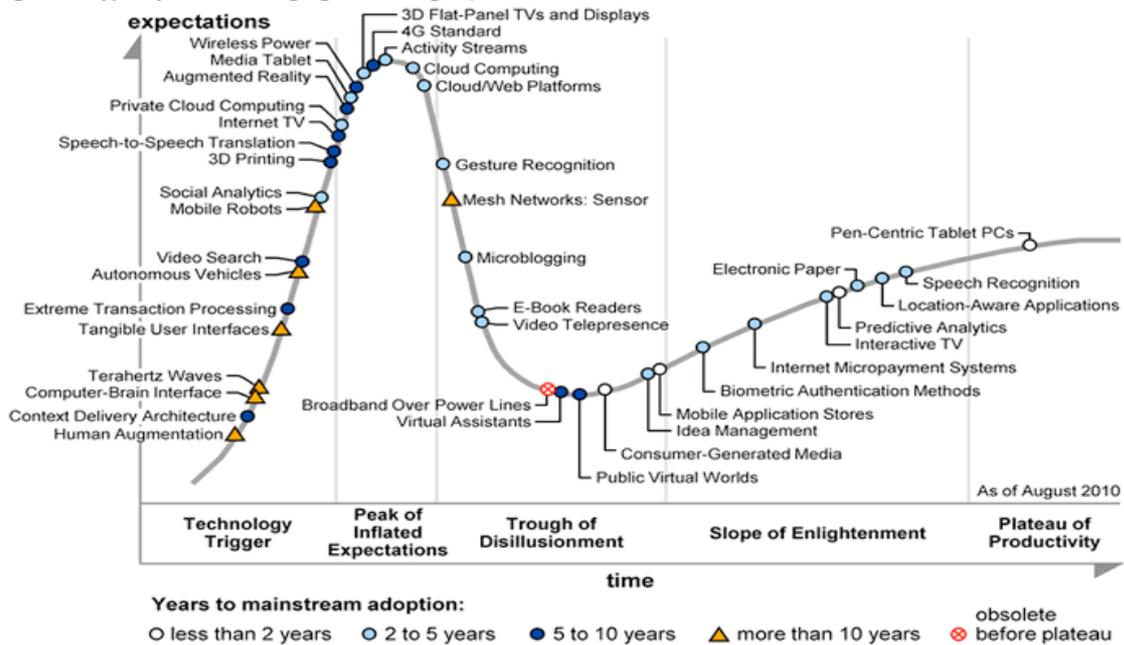


Figure 1: Phases of Gartner Hype Cycle [Fenn 2010]

"Hype Cycles help organizations understand the landscape of technology maturity and markets, and to decide which technology innovations to adopt, postpone or ignore, and when is the time to adopt." [Gartner 1010b]. Each Hype Cycle has five key phases of a technology's life cycle:

- *Technology trigger:* potential technology with early "proof-of-concept stories" like public demonstration (Apple and Steve Jobs), product launch, positive press and public / customer interest.
- *Peak of inflated Expectations:* early publicity with a number of success stories and unrealistic expectations,
- *Trough of disillusionment:* only a few number of producers survive and many technologies become unfashionable.
- *Slope of enlightenment:* second- and third-generation products appear with practicable applications of the technology,
- *Plateau of productivity:* broad market with a number of usable products. The technology becomes increasingly stable.

Figure 1 Hype Cycle for Emerging Technologies, 2010



Source: Gartner (August 2010)

Figure 2: Gartner Hype Cycle for Emerging Technologies 2010 [Gartner 2010a]

For libraries it seems to be conceivable first to identify where a particular librarian-relevant technology lives along the curve and then to map out where libraries and librarians live and where they tend to live in that life cycle. This figure shows that many of librarian-relevant technologies are still in the phases of "Through of Disillusionment" or "Slope of Enlightenment". The next figure - The Emerging Technology Priority Matrix - shows that "Mobile Application Stores" for example will have a high benefit for customers and will reach the mainstream adoption in less than two years, but only a few libraries are innovative in this field.

On the other side, you find the "idea management" - important part of innovation management - near the phase "slope of enlightenment" and near to the technology "mobile application stores". Gartner expects the mainstream adoption of idea management within five years. But how many libraries are active in this technology / management technique?

The Horizon Report from The New Media Consortium and EDUCAUSE [Johnson, L. 2011] formulates for the near-term horizon (within twelve month): "Electronic books are moving closer to mainstream adoption for educational institutions, having appeared on the mid-term horizon last year. Mobiles reappear as well, remaining on the near-term horizon as they become increasingly popular throughout the world as a primary means of accessing Internet resources. Resistance to the use of mobiles in the classroom continues to impede their adoption in many schools, but a growing number of institutions are finding ways to take advantage of a technology that nearly all students, faculty, and staff carry." And librarians discuss if mobile phones in al library are allowed or not.

These few examples indicate the need for systematic innovation management in libraries.

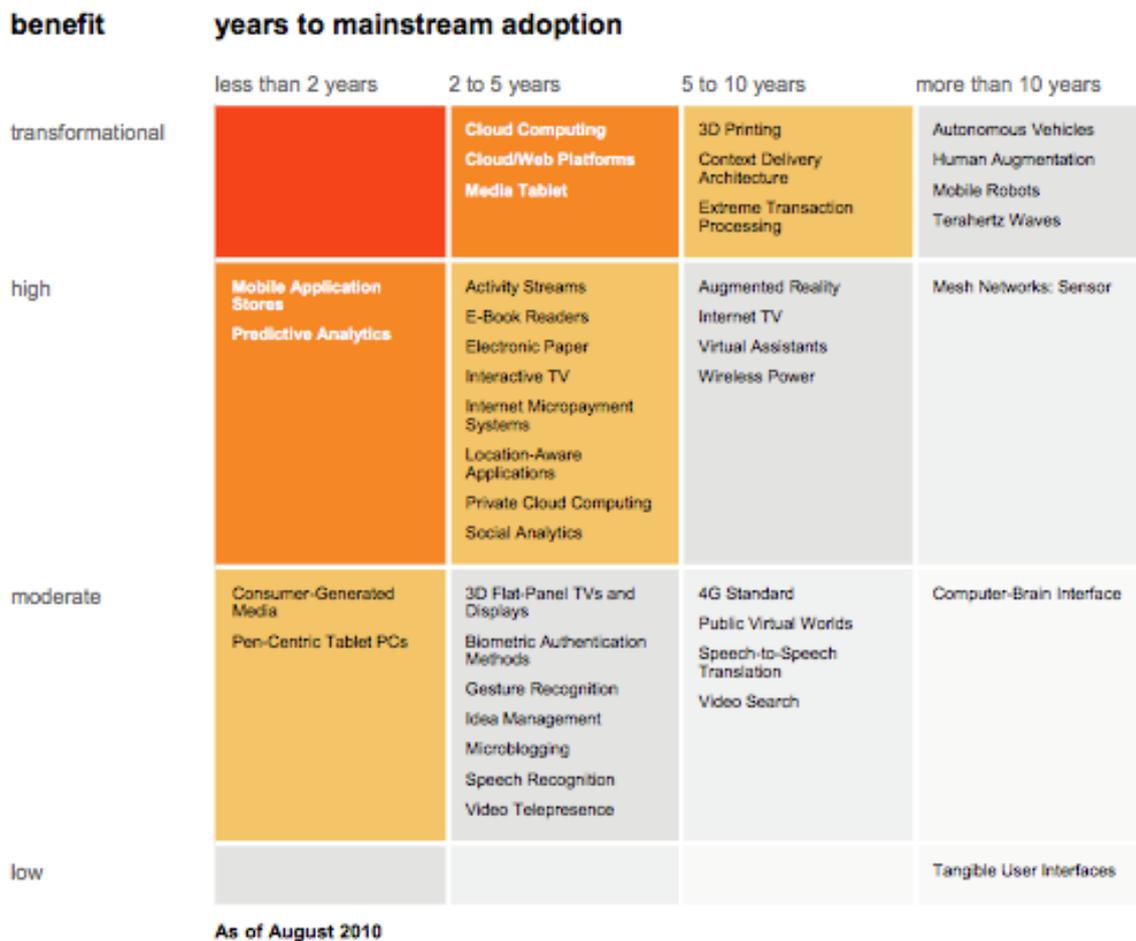


Figure 3: Emerging Technology Priority Matrix 2010 [Fenn 2010]

Innovation Process

Service innovation has become a necessary choice and management technique in service industries. Services now are making up about 70% of the GDP in countries of the Organization for Economic Cooperation and Development (OECD). In the area of libraries systematic innovation is less developed and one gains the impression that libraries don't take strategic action, and that innovations are the result by chance.

Increasing competition intensity and a high dynamics of information scientific services force service providers to develop solutions and services for the customer to build up a positive image to the customer. Libraries are part of the service "industry" and have to implement new technologies and services to improve satisfaction to their users and customers. In this context you can define innovation as follows: when a company / institution uses new knowledge to offer a new product or service that the customer wants and before the customers even know it themselves.

In the area of libraries systematic innovation is less developed and one gains the impression that libraries don't take strategic action and that innovations are the result by chance. Most libraries are structured and managed in a conservative and traditional way. This holds libraries captive to an innovative and long term strategy and attempts of innovative thinking

will be killed or nipped in the bud. And last but not least libraries wait until new technologies are popular. This is undesirable and does not provide incentives to modern and innovative customers.

Therefore innovation management must be a systematic process as an executive function to collect, review, evaluate, and manage ideas and to bring them as user-friendly products or services to market.



Figure 4: The Innovation Process [Komninos 2005]

As with all other core business processes innovation management needs to be linked to the library strategy and planning process. Innovations and ideas can come from any part of the library and / or the customer(s). Ideas are not the preserve of the library director or the marketing department. Therefore, first it is necessary to build up a creative environment to stimulate new ideas. Normally it takes 100 ideas to identify one project (product, service or process) worth pursuing.

It will be distinguished between:

- *Business Innovation* – new business or supply chain models.
- *Product or Service Innovation* – new or modified products / services or ways of providing a service.
- *Process Innovation* – improving or changing internal processes.
- *Market Innovation* – opening a new market and / or creating a new customer base.

Most of service and process innovations are of incremental type (fig. 5) but nevertheless they need a good and precise external market forecasting technique, such as customer interviews or surveys. And, all librarians need knowledge: knowledge about (new) methods, processes and techniques that are needed for new or modified products / services. Furthermore, librarians need knowledge of customer expectations, needs, wants and preferences.

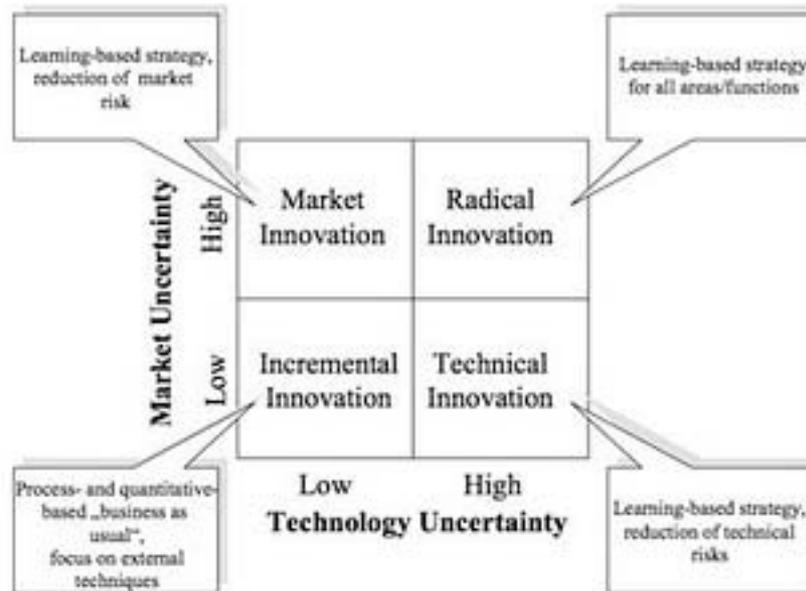


Figure 5: Types of Innovations

But to boost the skills and knowledge necessary for carrying out user-driven innovation it requires extensive investments continuing personal development to build up knowledge and competencies. First library staff must be familiar with the basics in innovation management. In this team-based process various library departments have to work closely together to increase effectiveness in innovation management. Therefore innovation management has to be developed as a core skill, for all staff and managers / library directors. Last but not least thinking innovatively as a skill has to be acquired.

CPD and Innovation

"CPD is a combination of approaches, ideas and techniques that will help you manage your own learning and growth. The focus of CPD is firmly on results – the benefits that professional development can bring you in the real world [...]." [CIPD 2011] A definition given by CIPD in 2003 is: „Planning and shaping the progression or movement of individuals within an organisation by aligning employee preferences and potential with organisational resourcing needs.“ [CIPD 2003] Therefore the South Dublin County Council derives „CPD is the planned acquisition of knowledge, experience and skills and the development of the personal qualities necessary for the proper execution of our professional and technical duties. [And] CPD

- provides greater flexibility in career options and enhances promotional opportunities for our staff,
- creates a more innovative and dynamic organisational culture,
- supports improved alignment of [...] business goals with annual plans and personal development." [South Dublin County Council 2009]

What are the essential skills of CPD in the context of innovation management? Creativity, evaluation alternative strategies, articulating of visions, assessing changing plans,

identifying barriers, analyzing risks, selecting change management methods, improving motivation etc. And last but not least the job knowledge skills must be state-of-the-art.



Figure 6: The CPD Framework [AUA 2009]

The AUA - Association of University Administrators - defines nine key behavioural groups [2009]:

Managing self and personal skills

Willing and able to assess and apply own skills, abilities and experience. Being aware of own behaviour and how it impacts on others.

Delivering excellent service

Providing the best quality service to external and internal clients. Building genuine and open long-term relationships in order to drive up service standards.

Finding innovative solutions

Taking a holistic view and working enthusiastically and with creativity to analyse problems and develop innovative and workable solutions. Identifying opportunities for innovation.

Embracing change

Adjusting to unfamiliar situations, demands and changing roles. Seeing change as an opportunity and being receptive to new ideas.

Using resources

Making effective use of available resources including people, information, networks and budgets. Being aware of the financial and commercial aspects of the organisation.

Providing direction

Seeing the work that you do in the context of the bigger picture and taking a long-term view. Communicating vision clearly and enthusiastically to inspire and motivate others.

Developing self and others

Showing commitment to own development and supporting and encouraging others to develop their knowledge, skills and behaviours to enable them to reach their full potential for the wider benefit of the organisation.

Working with people

Working co-operatively with others in order to achieve objectives. Demonstrating a commitment to diversity and applying a wide range of interpersonal skills.

Achieving results

Planning and organising workloads to ensure that deadlines are met within resource constraints. Consistently meeting objectives and success criteria.

Each of these defined points consider three dimensions: the self and personal skills, the interaction with others and the organisational level. Relevant for an innovative climate are e.g. keeping up to date with what is happening in professional area and having an enthusiastic and positive "can-do" approach (self and personal skill), fostering a continuous improvement philosophy and delivering consistent service standards (interaction with others) and being open to and applying good practice and fresh ideas from inside and outside the organisation, actively seeking new ideas and approaches from outside the organisation and identifying and pursuing opportunities to work in partnership with external organisations to generate and develop ideas.

Table 1: Professional behaviours for professional services staff finding innovative solutions [AUA 2009]

Self	Others	Organisation
<ul style="list-style-type: none"> • Taking time to understand and diagnose problems by considering the whole picture • Recognising the need to go for the less-than-perfect solution at times in order to achieve objectives • Spotting an opportunity and taking action to do something about it • Identifying novel ways of resolving issues using own initiative • Suggesting and trying out new approaches • Identifying risks and considering consequences of failure in advance • Balancing new ideas with tried and tested solutions • Working proactively and taking initiatives • Making decisions and taking responsibility for them 	<ul style="list-style-type: none"> • Supporting others to find their own solutions rather than giving all the answers • Fostering a culture which encourages people to take acceptable risks in pursuing innovation • Coaching and guiding others in developing and implementing innovative solutions • Sharing learning and experience to facilitate others' decision making • Seeking input from others to develop team solutions • Championing business cases and plans for ideas submitted by members of the team • Encouraging and developing the creativity of others and recruiting and selecting creative people • Giving people the space and freedom to be creative 	<ul style="list-style-type: none"> • Being open to and applying good practice and fresh ideas from inside and outside the organisation • Exercising judgement in line with organisational strategy and priorities • Actively seeking new ideas and approaches from outside the organisation • Identifying and pursuing opportunities to work in partnership with external organisations to generate and develop ideas

Table 1 shows the overview on all three aspects of professional behaviour in the sense of CPD relating to innovation management. The most important aspects are:

- "Taking a holistic view and working enthusiastically and with creativity to analyse problems and develop innovative and workable solutions.
- Identifying opportunities for innovation."

As one can see librarians need a lot of skills that can be also of use to other activities in libraries. Some of these skills could be:

- Marketing
- Customer relationship management
- Knowledge management
- Reporting and presentation
- **Team-communication, -working and -learning**
- **Conflict management**
- **Cross culture management**
- **Personal management**
- **Information and web technology.**

Meanwhile many enterprises and universities support service improvement, leadership, management skills, innovation and development by a systematic continuing professional development portfolio and effective networking. But it seems important to distinguish between types of roles and functions inside the institution, here the library. And in a field of competition with private enterprises upgrading of skills and transfer of knowledge becomes more and more important.

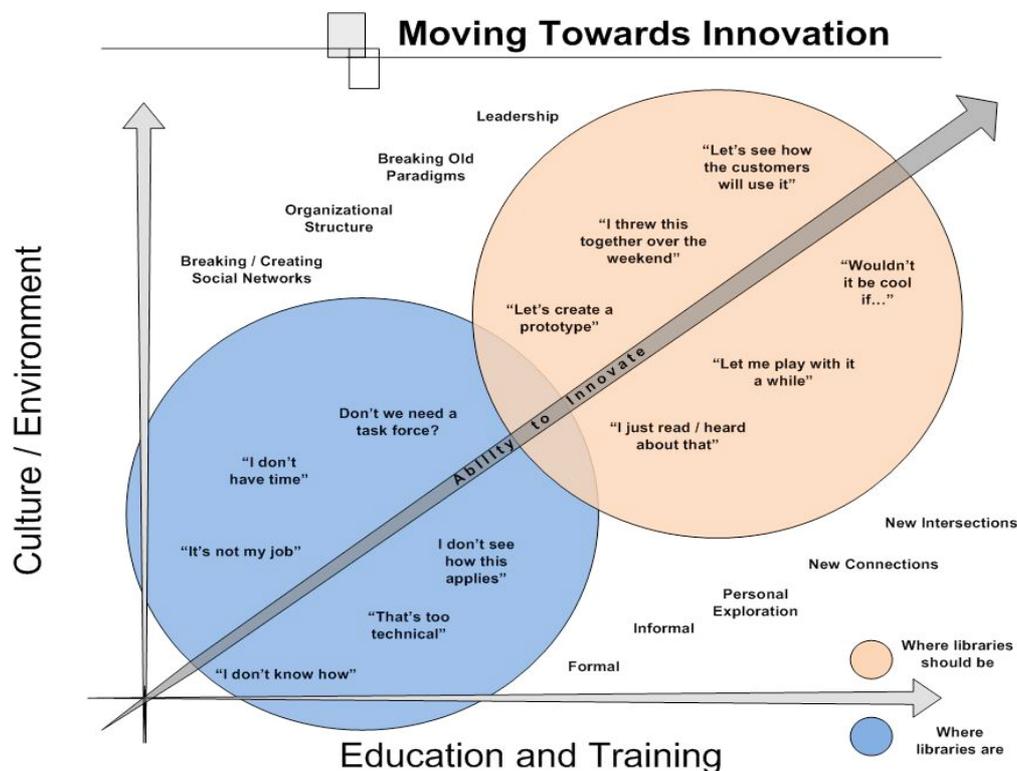


Figure 7: Impact of an organization's ability to innovate [Schnell 2008]

This figure shows in an impressive manner the problems of many libraries: without training and education no innovation. Schnell [2008] calls this concept the "blue sky vision" but possibly it's more than a vision, an innovative climate can become a reality by systematic CPD. And, there are some best practise examples: e.g., in the U.S. over 250 libraries have adopted a learning 2.0 approach to staff training and development to keep pace with the changes in technology. It seems vital that trainings and further educations can be useful and can assist the libraries movement into future.

Conclusion

The main focus of (service) innovation is the understanding of customer needs and wants (expressed or non-expressed). But customers requirements are often independent of currently known technical solutions and the innovative by customers inspired concepts must be systematically developed. And therefore innovation must be a continuous process (fig. 8).

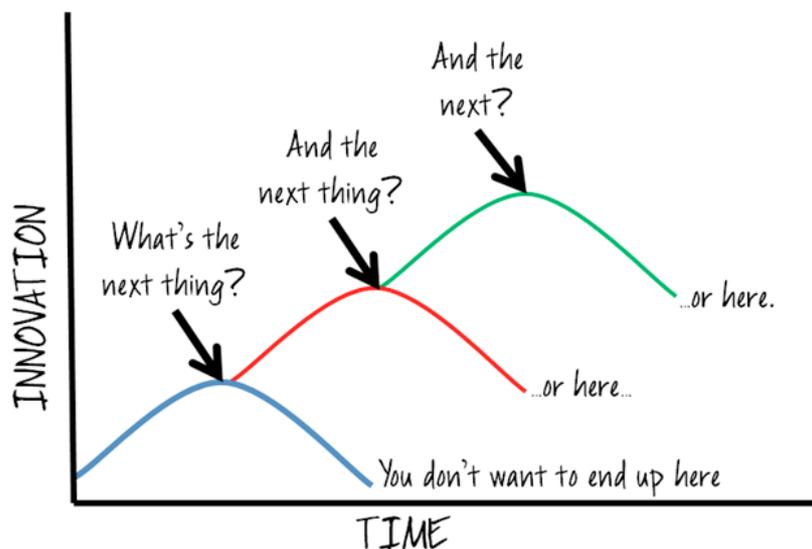


Figure 8: A continuous innovation process [Tomorrowlab 2009]

Libraries have to develop and to implement a systematic innovation strategy. Then, CPD in the combination with innovation management maximises the potential of employees and creates an innovative and dynamic library culture and optimizes the success of customers' feedback.

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Curriculum Vitae (short version)

Since April 2000 professor for information marketing at the Cologne University of Applied Sciences, Faculty of Information Science and Communication Studies, Institute of Information Science. Main topics in teaching and research are online marketing, customer relationship management, and quality and innovation management.

Dean from 2001 – 2006 and Vice President of Teaching, Academic Studies and Academic Reform from 2006 – 2009. President of KIBA – Conference of the German Universities in Information and Library Science since 2004.

Many lectures and speeches about the German studies in Library and Information Science in Germany and the Bologna Process.

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