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Title	Putting cultural change at the heart of your Vision and Plan: A One Library approach.
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Publication date	2024
Original Citation	Black, C. and O'Regan, D. (2024) 'Putting cultural change at the heart of your Vision and Plan: A One Library approach, UCC's Good Practice Symposium, UCC Quality Enhancement Unit, 24 May.
Type of publication	Conference item
Download date	2026-11-04 12:34:04
Item downloaded from	https://hdl.handle.net/10468/15910



UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

Title: Putting cultural change at the heart of your Vision and Plan: A One Library approach.

Case Study Synopsis

UCC Library embarked on developing a new vision and plan in 2023, one that would set its future direction for the next five plus years.

A **'one library approach'** was taken to develop and implement the library's new vision and plan. This **co-design approach enabled and empowered** staff to be part of the process from environmental scanning, stakeholder engagement to building the new strategic themes.

The resulting vision and plan articulated the need for **organisational realignment**, **new models of service delivery** and a greater expectation on staff to engage and contribute to decision making. Rather than leading from the top, a '**leading from everywhere' way of working** has been initiated, encouraging staff to step up and move beyond their role.

This case study will demonstrate steps being taken to build a strong cultural proposition across the library team. Through extensive socialisation, communication, consultation, shared governance and proactive engagement, a real 'partnership' across the team is developing**. Our aim - to build a culture of high performance, accountability and excellence, with an agile workforce who are engaged, enjoy the work they do and are working towards career ambitions.** An initial library staff survey provides an opportunity to 'check in' our approach in the initial development phase through to the current

Key Words: Cultural change, shared leadership, strategic planning, library leadership, engagement, inclusion

Area/s of Alignment

☐**Research & Innovation**

☒**Our Staff, Our Culture**

☐**Our Place, Our Footprint**

☐**Student Success**

Video Links | Graphics





SCAN ME

QR code for interview with University Librarian about the Vision and Plan

SCAN ME

QR code for Shush podcast on the Vision and Plan with the University Librarian

Intended Enhancements

1. To set a **new standard** for how projects are run in the Library with a strong focus on co-design. A project team with staff from all teams and all levels lead the development of the new plan.
2. A **'one library'** approach to consultation and engagement was taken from start to finish.
   a) Staff workshops (beginning – middle – end) ***90%+ attendance***
   b) IDEAS Wall and identified project room
   c) University Librarian and Project Manager – open door policy
   d) Weekly updates (email) and Monthly (All Staff meetings)
   e) Team discussions, staff polls
3. **Five stage approach** to building the plan (June 2023 – March 2024)

   1: Strong Foundation: Environmental scan, benchmark data
   2 + 3: Emerging Themes and stakeholder engagement
   4: Final themes, culture work, costings, five-year plan
   5: Approval, launch and celebration

Key Impacts

1. Building a **strong vision** has provided a **clear roadmap for the next 5 years**. Staff see how their work contributes to the overall 5 Year Plan. They are excited and keen to be involved.
2. All **staff are actively engaged** in delivering the plan through PDRS goals that link to our multiyear programme of works. This brings the vision to life. We have **fifteen staff members leading on significant projects.**
3. Staff have a **greater understanding of the library's role** in delivering UCC's Strategic Plan. We have a better idea of what the future looks like.
4. We have started to see **increased engagement from staff beyond their role** and team. Over 50% of staff on cross team action groups e.g. Sustainability, Emerging Technology, EDI, Open Practices.
5. We are building capabilities right across the team – **staff are more curious**, keen to build new skills and learn from others.
6. It feels like a **'new start for the library',** staff seem more accepting of the change coming, even excited in some cases.

Additional Information

Library Staff Survey: Did we engage, consult and communicate well?

43% strongly agreed and 49% agreed that the project team provided regular updates during the project.
28% strongly agreed and 58% agreed they were given opportunities to provide input while 60% felt they could ask questions.
24% strongly agreed and 48% agree diverse perspectives were heard
24% strongly agreed and 59% agreed that they could talk to the project team at any time throughout the project.
8% strongly agreed and 46% agreed that their input was considered in the Vision and Plan.

Presenters: Coral Black and Donna O'Regan