

KNOWLEDGE CAFÉ 2021

Title: Continuous learning in a global, dynamic and ever-changing world

Summary of the 2021 Knowledge Café Programme

February 9, 2021: online

Sponsored by: Continuous Professional Development and Workplace Learning and Knowledge Management

Compiled by Daria Beliakova (CPDWL) and Monica Ertel (Knowledge Management)

The Knowledge Café webinar “Continuous Learning in a Global, Dynamic, and Ever-changing World,” held on February 9, 2021, gathered 66 participants from 27 countries, who joined the roundtable discussions on the top LIS issues. The countries represented were Australia, Austria, Belarus, Brazil, Canada, Croatia, France, Germany, Great Britain, Greece, Egypt, India, Indonesia, Israel, Namibia, the Netherlands, New Zealand, Norway, Pakistan, the Philippines, Romania, Russia, South Africa, Trinidad & Tobago, Ukraine, USA, Zambia.

For the convenience of the participants from different time zones we arranged the webinar in two sessions with alternative time slots: Session 1 from noon to 01:30pm Moscow Standard Time (UTC+3) and Session 2 from noon to 01:30pm Pacific Time (UTC-8).

According to the Knowledge Café Feedback (Appendix 1) for 63% of attendees, this was their first Knowledge Café. Conducting the Knowledge Cafe 2021 online made it possible for many professionals to attend this event without being a participant of the IFLA World Library and Information Congress.

The Knowledge Café, Session 1, was conducted by a cohesive team from the Library for Foreign Literature (Moscow, Russia). The Library for Foreign Literature (LFL) houses the headquarters of the Section for International Cooperation of Russian Library Association (RLA). This section facilitates the interaction of the Russian library community with IFLA and global library field in general. Russian library professionals made up 30% of the total Knowledge Café audience on 9 February, 2021. RLA Governing Board Member and CPDWL SC Member, Svetlana Gorokhova of LFL moderated the first session and one of its discussion groups. The organizational support and compiling the agenda were within the remit of Daria Beliakova, CPDWL SC Member and Co-organizer of the Knowledge Café from CPDWL.

The preparations for Session 2 and its moderation were carried out by Monica Mooney Ertel, Co-organizer from the IFLA Knowledge Management Section.

The work of each session included two rounds of 5 group discussions. In total, lively discussions were held in 20 virtual groups.

Each group had a discussion leader and a designated rapporteur. The role of discussion leaders was to introduce the topics and to facilitate the sharing of information while group rapporteurs were taking the notes. The session co-organizers provided discussion leaders and rapporteurs with the appropriate guidelines. Wrapping up the discussions in their groups, discussion leaders and rapporteurs gave a three-minute summary of the problems, their solutions and the relevant best library practices from around the world which were brought up during the discussions.

Table topics:

1. Change management techniques for staff
2. Upgrade your brain! Top 10 most essential competencies for modern info pros
3. Finding the motivation for our own professional development
4. Working with diverse generational staff: Millennials, Gen X and Baby Boomers
5. Designing user-centric services and programmes.

1. Change management techniques for staff

Session 1

Facilitator: [Rajendra Munoo](#) (Singapore Management University, Singapore)

Rapporteur: [Valentina Serpa Salbieva](#) (M.I. Rudomino All-Russia Library for Foreign Literature, Russia)

Problems and difficulties

1. COVID 19. How to transition your company to remote work
2. COVID-19: Making remote work productive and secure
3. COVID-19: What libraries can offer to their users during pandemic times
4. Post COVID-19: How to Create a Return-to-Office Strategy

Effective Change Management tools that can be implemented

- Clearly communicate to the employees what change is occurring and why
- Impart knowledge. Make sure to help employees learn how to support the change through training programs, tutorials, coaching programs provided by the company or other employees.
- Equip employees. The employer should provide the employee with remote workplace: computer, internet access, web camera, software (if it necessary)
- Keep your staff connected and feeling supported in isolation. Importantly, no matter what disruptive forces and how stressful the scenario, humans are at the center of every organization.
- Stop being micromanaged. Trust in your employees and colleagues
- Organize cultural events online, promote it in digital platforms
- Collaborate with other libraries on new digital projects
- Prepare for new ways of working. Companies opt for a hybrid approach, combining remote work and in-person meetings
- Keep health and safety measures top-of-mind. This includes the continuous deep cleaning and sanitation of all surfaces, adhering to the changing government mandates that vary

widely by location, employing the help of contact tracing solutions and thermal detection, daily health check surveys.

- Be clear and consistent in communications. As employees continue to cope with the changing tides, employers can help to provide at least one constant – open, transparent communication with their staff

Session 2

Facilitator: [Sylvia Piggott](#) (Global Information Solutions, Canada)

Rapporteur: [Michael Tuck](#) (Bain & Company, USA)

1. Become a disrupter. Disrupters are reinventing business processes. Adopting real-time processes, methodologies, data-driven decision-making, and innovative technology evens the playing field.
2. Shifting the mindset and processes of people
3. Watch your innovative processes. Test as you move along
4. Act more like a startup in this evolution. One key to culture change is adopting the startup mindset. Startups are redefining everything: business experimentation, design, development practices.
5. Get everyone on board and excite them with the opportunity to delight customers and deliver RESULTS in new ways.
6. Unify around your vision.
7. Make sure that everyone understands the end goal and why the culture is changing.
8. Prepare staff for the change: Educate your team on new technologies, practices, and principles, and provide guidelines to set up tools, delivery pipelines, and automation. In time, continuous delivery will become the norm
9. The change should transform your enterprise.
10. Change how solutions are designed, developed, and deployed. Transform all aspects of what you do to meet your business objectives. Build a solid information architecture to enable you to turn data into knowledge. Develop analytic models using machine learning approaches.
11. Integrate AI into solutions and into the execution of the method practices.
12. How to Operate. Ensure operational excellence with continuous application monitoring, high availability, and fast recovery practices that expedite problem identification and resolution.

13. Learn. Continuously experiment by testing hypotheses, using clear measurements to inform decisions, and driving findings into the backlog so that you can pivot
14. Hypothesis-driven development. Continuously gain new insights from your customers' interaction with your application and the metrics you collect to drive business decisions using hypothesis-driven development.
15. Learn something new every day. Formulate hypotheses. For each function you develop, formulate a hypothesis that indicates the expected outcome and the metric that can be used to measure success.
16. Test your hypotheses. Once your feature has been delivered and is in use, gather metrics and end user feedback that will prove or disprove your hypothesis.
17. Drive development with hypotheses. Developing hypotheses and testing them throughout the evolution of an application is key to delighting your customers. Continuously experiment to deliver the right solution. Experiments have clear metrics that either validate your hypothesis or require you to pivot and try something new.

Some Challenges in Making Change

A structured process, transparency, and effective communication can assist in making the change easier and the implementation smoother.

Invite all library employees to participate in two open feedback sessions to talk about what was working well in the current organizational structure and what was not. Employ SWOT analysis – Strengths, Weaknesses, Opportunities, and Threats to help identify weaknesses and threats in the current organizational structure.

Change is ongoing as individuals learn to work within the new structure.

Involving a large group of people in anything is a challenge. But the process also provides a multitude of opportunities, including the chance to improve morale.

Change is a process. People need time to understand the facts, assess how it affects them personally, and then work through how it translates into action.

During the process some may confuse “being listened to” with “being agreed with.” This is especially true if those employees are not getting their way. So, there is a need for credible communication, and a lot of it so frank, difficult conversations a manager may need to have when implementing organizational change and direct communication may be necessary to bring along employees remaining resistant to the very end. These conversations may be difficult but are essential to the change process and are an essential competency for leadership.

Inform with dialogue. Start with a conversation—and make sure it is a two-way discussion.

Why are you changing things? And most importantly, why does it matter? To the company. To managers. To front-line staff.

And then, once this is clear, invite everyone to share and help create the desired future.

Some paradoxes that support management for change

The 11 paradoxes of leadership that hang on the wall of every Lego manager.

- To be able to build a close relationship with one's staff, and to keep a suitable distance.
- To be able to lead, and to hold oneself in the background.
- To trust one's staff, and to keep an eye on what is happening.
- To be tolerant, and to know how you want things to function.
- To keep the goals of one's department in mind, and at the same time to be loyal to the whole firm.
- To do a good job of planning your own time, and to be flexible with your schedule.
- To freely express your view, and to be diplomatic.
- To be a visionary, and to keep one's feet on the ground.
- To try to win consensus, and to be able to cut through.
- To be dynamic, and to be reflective.
- To be sure of yourself, and to be humble.

2. Upgrade your brain! Top 10 most essential competencies for modern info pros.

Session 1 and 2

Facilitator: [Gilliam Hallam](#) (Queensland University of Technology, Australia)

Rapporteur: [Almuth Gastinger](#) (University Library, Norway)

The constant development of information technologies and methods of providing information, ongoing changes in the requests of our users force us to learn new competencies. 2020 presented us with new challenges. We had to learn the skills of working remotely in the virtual environment. We discussed which new competencies currently are the most important ones, how and where we can get them. The group was diverse with colleagues from 13 countries (incl. discussion leader and rapporteur).

Discussion focused on the new skills/competencies needed in times of remote and virtual environments, including:

- More advanced digital competencies (IT, library systems, digital tools for teaching and communication, social media, publishing tools, etc.) are needed. Basic skills are not enough anymore.
- Skills in dealing with security and copyright issues.
- Competencies in how to communicate online. Understanding the rules for good and ethical behaviour online: netiquette!
- Skills in negotiating online tools and systems with suppliers.
- Skills in marketing online services and teaching how to use them.

- Skills in digital curation.
- Time management and distinguishing between private and professional life when working at home.
- Skills in working effectively in remote environments and at the same time meeting the goals of the institution.
- Creativity and collaboration skills.
- Skills in adopting to new environments – emphasis was placed on flexibility.
- Skills in synchronous and asynchronous teaching.
- Important skills in the past and now: soft skills / behavioural skills. A good attitude of librarians towards their users is essential! In this context, we were talking about Ranganathan's philosophy (Ranganathan, S.R. (1931) Five laws of library science.)
- Managers need skills in managing situations where staff are either working only at home, both at home and in the library, or only in the library; and they need to have competencies in measuring the staff performance in these different environments. Likewise, managers need skills in handling staff who work at home with children present at the same time (because schools and kindergartens are closed) or who may have sick family members.

Existing problems and difficulties:

- Lack of remote networks to access tools and library systems that are accessible on campus.
- Lack of translations from English to native languages, since not everybody speaks or understands English that well.
- What are the right tools and instruments for specific tasks? There are so many out there and it's difficult to choose the right ones.
- It's difficult to find the right courses, webinars etc. because so many courses and CPD opportunities are provided.

Examples for best practice:

- To overcome the gap of IT skills of students in Russia a library school for digital skills/competencies was initiated. See more here: <http://ds.library.ru/> Unfortunately, the information seems to be in Russian only.
- In one country, staff at academic libraries only get promoted if they have fulfilled a continuing professional development programme.
- Otherwise, participants said that “training, training, training” is the way to overcome problems and achieve necessary skills. One practice that works very well is training in small teams or peer-to-peer.

One participant was a newcomer to the profession, that means she was a new graduate. We asked whether she found that the education from the library school was relevant for her work or not. We were told “yes and no”. Some knowledge and skills missing were – among others - how to deal with the public, in particularly in confronting situations, that means how to take care of both patrons and library rules. The answer to the question about essential skills was that both soft and hard skills are important and that communication skills are essential.

Conclusions:

- Lifelong learning is incredibly important.
- Skills needed in these new times are very much the same as before, but you need to adopt them to online, virtual environments.

3. Finding the motivation for your own professional development

Session 1.

Facilitator: [Ulrike Lang](#) (State and University Library Hamburg, Germany)

Rapporteur: [Irina Karaulova](#) (M.I. Rudomino All-Russia Library for Foreign Literature, Russia)

Problems and difficulties

- Courage to move to another work or position with different responsibilities.
- Understanding when it is the time to move forward and how to change skills completely to move to another sphere.
- Problems with planning development at a management position.
- Finding time for professional development.
- The pandemic limited our mobility.
- Need for support and infrastructure inside an organisation. Institutions sometimes don't provide resources to participate in foreign conferences, workshops, etc.
- Frustration from close dependence on work.

Suggestions for solving problems

- Finding a good coach who asks you the right questions and helps to focus on your strength, not your weaknesses.
- Some people use burn-out as a trigger for changes.
- Using the coaching programme of IFLA CPDWL.
- Possibility of expanding your autonomy at work is important to develop personality and creativity.

Examples of best practices that use libraries

- Attending a personal coach is a great way to change your mindset.
- Webinars by IFLA and online workshops were quite useful this year.
- Special department "Rudomino Academy" at the All-Russia State Library for Foreign Literature provides self-development programmes, language, culture, professional and other kinds of courses both for external users and for the Library employees.
- Writing a project to participate in some course. "In 2019 I participated in a course in Florence, Italy, which I've been paying through a project written by a colleague of mine

through Erasmus. I am not sure how it works for people outside Europe, but it may work for some of you. It was called the “4C” - coming from Communication, Critical thinking, Collaboration and Creativity. I've found it very interesting for my steps in developing my skills.”

General conclusions

- Mentoring is not coaching. A coach often uses more personal approaches and asks the right questions.
- Moving forward does not depend on age, gender or season.
- Making a personal plan is important. Ask “where do I want to go?”
- Personal development is necessary to stay competitive and up to date; you always have to be fit to follow all the changes.

Session 2.

Facilitator: [Ulrike Lang](#) (State and University Library Hamburg, Germany)

Rapporteur: [Juanita Jara De Sumar](#) (McGill University, Canada)

The conversation started by considering if we would be willing to move from our current place of work in order to attain the level we want for our professional development

- Moving is not something that everybody can do.
- Sometimes it may depend of family circumstances, or we don't think about it because we were just promoted to a new position in the same library
- It may also be influenced by how we feel about our current workplace; if we are tired of the job or we feel we need a change.
- Importance of having a mentor to support and guide our decision for a change
- Also important to have an understanding and supportive boss, somebody who can be a role model to follow.
- Sometimes moving up the ladder just happens, without being planned and results in a very rewarding situation

4. Working with diverse generational staff: Millenials, Gen X and Baby Boomers

Session 1

Facilitator: [Svetlana Gorokhova](#) (M.I. Rudomino All-Russia Library for Foreign Literature, Russia)

Rapporteur: [Daria Beliakova](#) (M.I. Rudomino All-Russia Library for Foreign Literature, Russia)

Problems and challenges

Many library's staff consists of members belonging to different generations: Baby Boomers (1946 – 1964), Generation X (1965 – 1980) and Generation Y, or Millennials (1981 – 1999). Each generation has its distinctions based upon the political, economic and social environment which was prevalent in their formative years of character building and education.

In addition, the age groups differ in terms of adherence to traditions, capacity for innovative activity, communication styles, ways of obtaining and absorbing information, work ethic and approaches to common tasks, etc.

All these differences have an influence over the routine professional activities of library staff. They can hamper the development of the unit and the organization as a whole, hinder the introduction of innovations and have a negative impact on the relationships within the team.

The main difference between the generations lies in their professional competencies. For instance, while the elder generation has more professional and life experience, younger professionals are savvier about information technologies and social networks. In terms of their LIS education, recent graduates have more relevant knowledge and have been trained in more modern techniques. However, they do not yet possess professional connections, nor are they knowledgeable about the history or traditions of their organization.

Suggestions for solving the problems

- Many libraries have employed a mentoring system, offering internships to young professionals to help them adapt to the professional environment. Systematic workplace training enables staff members of all age groups to improve their professional competence and acquire the skills necessary for a successful career.
- A highly successful system of shared learning and teamwork training is one in which staff members learn from each other and fill gaps in their professional knowledge. Such training can blend in with the joint activities involving staff of different age categories.
- The acquisition of new competencies by staff is particularly important when planning change. Any reforms and innovations won't be effective unless the team is motivated and willing to participate. That is why, in parallel with the introduction of changes, the manager needs to envisage a series of educational activities that will enable his or her staff to reach a new level of professionalism.
- Library managers need to be ready for the arrival of Generation Z (1997 – 2012), which will determine our future. This generation is not only great at electronic devices, but these devices, along with social networks, constitute an integral part of their lives.
- Managers should pay particular attention to ensuring the individual professional development of their employees as well as the opportunities for their personal growth and self-development. Once on board, the staff member expects that, over time, his or her responsibilities and position will change; he or she is looking for a promotion. This is not limited to young staff. But they are more affected, as they are just beginning their working lives and are full of energy and life expectations. That is why each library must

have a specialist or unit that tracks the individual development of each staff member and promotes his or her professional development.

Examples of best practices applied in the library sector

- Russian State Library has developed the project „**Libraries of New Generation**”, a federal project for the development of municipal libraries, which is being implemented within the framework of the national project “Culture”. It aims to modernize **787 Russian libraries** over a period of five years (2019 – 2024).

Along with library design updates and new user-centric services, the project envisages a series of educational events for the library staff. Librarians acquire competencies in project activities, electronic information technology, local community work and others.

<http://new-library.ru/>

- Russian State Library for Young Adults has developed and is successfully implementing the educational project „Library School of Digital Literacy”. The aim of the project is to equip librarians with the skills to work with modern digital resources and technologies, to increase their understanding of the variety of tools and ways to improve the quality and efficiency of user services.

<http://ds.library.ru/>

- The Chartered Institute of Personnel and Development (CIPD), together with the Chartered Institute of Library and Information Professionals (CILIP), have conducted a study on the occupational behavior of staff of different age groups and their interaction within the work team. The results of the study are published in a document “Managing an age-diverse workforce: What employers need to know”.

<https://tinyurl.com/AgeDiverse>

General conclusions

The key benefits of age diversity in the work team are the sharing of knowledge, different perspectives and complementary competencies, which are key to improved service to library users.

While building the team, the supervisor can effectively take advantage of each age category, connecting the generations so that team members complement each other in their knowledge and skills. For this purpose it is essential to foster a cross-generational dialogue and exchange of experience.

A healthy team environment and high staff motivation also depend on how effectively the management and the different generations of staff interact with each other. The participants in the discussion have agreed that if strategic decisions are made in consultation with the team, they stand much better chances for success.

Session 2

Facilitator: [Maggie Farrell](#) (University of Nevada Las Vegas, USA)

Rapporteur: [Adaliz Cruz](#) (Bain & Company, USA)

Fixed indentations/formatting

1. Intergenerational workforce
 - a. Traditionalist born before 1945
 - b. Boomers 1946-1964
 - c. Gen X 1965-1980
 - d. Millennials 1981-2000
 - e. Gen Z after 2001
2. Increased diversity also influences intergenerational workforce (intersectionality)
3. Let's not characterize (generalize) per generation – broad characteristics
 - a. Honor individual characteristics and life experiences
4. We all have different competencies/strengths
 - a. Vast coverage of life views and perspectives and experiences
 - b. Tapping into energy and idealism of new librarians
 - c. Tap into experiences of older generations
 - d. Enriches and energizes the organization
 - e. Opportunity to build bridges within the org
 - f. Leads to building bridges in the community
5. Millennial perspective
 - a. Middle generation who builds the bridges
 - b. Mediating between different worlds
 - c. Interesting conversations
6. Managing working with all generations
 - a. Learning about making compromises
 - b. Serving different conversations
 - c. Being patient and listening to people
 - d. Take your time with people
 - e. Channeling energies – still listening
 - f. Put self in their shoes
 - g. Don't assume
 - h. Different learning styles
 - i. Meet people at their learning style
 - j. Positive reinforcements
 - k. Not only for the younger; Boomers, too
7. Life experiences – how do you draw upon life experiences to affect the workplace?
8. Accessibility issues/spaces
 - a. Ergonomics
 - b. Voice to type
9. Finding someone's interests and abilities and then setting them up to succeed in those areas
10. Make no assumptions – let people tell you how they identify

Techniques for multigenerations in the workplace.

- 1 Used to working in cubicles vs open space
- 2 Way we provide services
 - a) They want Google – search bar
- 3 Need to be attuned to intersectionality between diversity and generation
- 4 How individuals react

- a) Based on gender
- b) Generation
- c) Color (racial diversity)
- 5 No assumptions // don't dismiss // take feedback and value it
- 6 It's complicated
- 7 Making the job interesting
 - a) Job for life vs. career/job change
 - b) More turnover – how to create a fluid organization and provide professional development opportunities
 - c) Moving within the company – career moves

COVID impact and generation.

- 1 Nature of work – re-shifting workflow and tasks
- 2 Staying in touch
 - a) Older generations and hesitancy to turn on the camera
 - b) Returning to work – a generational thing?
- 3 Casual appearances in the workplace

5. Designing user-centric services and programmes

Session 1.

Facilitator: [Eva Semertzaki](#) (Centre for Culture Research and Documentation, Greece)

Rapporteur: [Albina Krymskaya](#) (St. Petersburg State University of Culture, Russia)

Problems and difficulties (removed underline to be consistent)

- Users are lost on the main library website – technology skills are required
- Need to change mind of generation about a library
- A challenge how to understand what services are important
- Attract new users
- Promote events

Suggestions for solving problems (removed underline to be consistent)

- Reconsidering library services in order to be useful to our patrons
- Inventing new services to engage users
- Promoting library services through social media.

Examples of best practices that use libraries

- Creating a simple website on Google to announce library's activities for users.
- To choose a character from a book, create a character and take a photo, then post this photo on social media; to read in foreign languages; to create electronic resources online

for users to read books. Online flash mobs, live streaming events, for instance, master classes for children.

- National project on rare books – coloring books’ illustrations – following the project of The New York Academy of Medicine, project #ColorOurCollections.
- Introducing educational programs for users – English language programs. Mastering librarians’ skills – English for librarians in April 2021.
- Promoting library’s events online and social media.

General conclusions

- In the time of the pandemic librarians met with obstacles that were the same as well in other professions. The good thing is that librarians managed to adjust to this situation. They were very creative in generating new services or ways how to promote traditional services in new conditions. Some of them benchmarked abroad experience searching for the best practice; others joined some projects from abroad (for instance, project #ColorOurCollections).
- One of the good ideas was to develop an English course for librarians that will master their soft skills that nowadays are very important. It would be good to have such a course online so librarians from different regions / countries are able to study English. It will broaden international cooperation and to learn more from each other.

Session 2.

Facilitator: No Facilitator for this session

Rapporteur: [Mahogany Elven Lore](#) (Eastern New Mexico University, USA)

Alexandra Humphreys works at Arizona State University. The Haven (?) Library was renovated to include a lot of spaces for fun and services, such as market space. These services help students and bring them to the library.

Mahogany talked about leading Spanish Conservation Group in public library and how they tried to design it to be engaging and to solicit conversation in a more natural approach with guessing and story games as opposed to a study approach.

There was a personal opinion expressed that American and Russian libraries differ in providing access to the library – in some of Russian libraries people need to show ID and fill out the forms. There are open spaces to browse books but the bulk of collections are have to be dealt with through a librarian. Therefore the effort is made by the Russian library community to provide more space for user-self-reliant search.

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Appendixes:

1. Useful links.
2. Brief Introduction on the Topics
3. Knowledge Café Feedback

**Links to additional information resources on the topic
«Continuous learning in a global, dynamic and ever-changing world».
Knowledge Cafe, February 9, 2021.**

- 1. Library School of Digital Literacy.**
Educational project of the Russian State Library for Youth. The aim of the project is to master the skills of library specialists to work with modern digital resources and technologies, expand their understanding of the variety of tools and ways to improve the quality and efficiency of user service.
<http://ds.library.ru/>
- 2. Libraries of New Generation.**
Federal project for the development of municipal libraries, that is being implemented within the framework of the National Project “Culture” aims to modernize **787 Russian libraries** over a period of 5 years (2019-2024).
<http://new-library.ru/>
- 3. Managing an age-diverse workforce: What employers need to know.**
Research report of the Chartered Institute of Personnel and Development February 2015
<https://tinyurl.com/AgeDiverse>
- 4. Chartered Institute of Library and Information Professionals, CILIP.**
Personnel development activities:
<https://www.cilip.org.uk/page/JobsandCareers>
- 5. #ColorOurCollections.**
Launched by The New York Academy of Medicine Library in 2016, #ColorOurCollections is an annual coloring festival on social media during which libraries, museums, archives and other cultural institutions around the world share free coloring content featuring images from their collections.
<http://library.nyam.org/colorourcollections/>
- 6. Materials from the Altai Regional Universal Scientific Library named after Vyacheslav Yakovlevich Shishkov.**
<https://library.nyam.org/colorourcollections/the-altai-regional-universal-scientific-library-named-after-vyacheslav-yakovlevich-shishkov-coloring-book-2021/>
- 7. House of Da Vinci. Department of Arts of the Novosibirsk Regional State Library.**
<https://sites.google.com/view/davinchhouse/>
- 8. Research Libraries UK (RLUK).**
The consortium of the leading and most significant research libraries in the UK and Ireland. The purpose is to shape the research library agenda and contribute to the wider knowledge economy through innovative projects and services that add value and impact to the process of research and researcher-training. We contribute to the health of society through the preservation and sharing of knowledge: one of the pillars of an open society.
<https://www.rluk.ac.uk/digital-shift/>

9. «**Manifesto for the Digital Shift in Research Libraries**».

The document is developed and is being promoted of the Research Libraries UK
<https://www.rluk.ac.uk/digital-shift-manifesto/>

10. Project "I Read 365"

An online platform that reflects in real time information about what books and in what quantity are read by residents of the Novosibirsk region. The overall reading experience is visually transformed into towers of books that shape the city in electronic form.
<http://xn--365-5cd3b8c7a0d.xn--p1ai>

11. Coaching project by IFLA CPDWL Section

<https://www.ifla.org/cpdwl/projects>

Appendix 2

Brief Introduction on the Topics of the Knowledge Café, February 9, 2021

Title: Continuous learning in a global, dynamic and ever-changing world

Description: The world is constantly changing. Librarians and information professionals are facing disruptive changes in their organizations and those they serve. How do we embrace and prepare for a constant necessity to learn new skills and tools? Join us to explore and share strategies, best practices and new ideas with the colleagues from around the world.

Change management techniques for staff.

Our task is to discuss the latest methods of change management in the workforce. What challenges do we face when innovating in our daily work? It is common knowledge that without the support of the staff, changes cannot be successful. And one leader alone won't be able to implement the necessary reforms if they do not have a loyal team of co-workers. Let's share lifehacks for getting our teams ready, excited and motivated about change.

Upgrade your brain! Top 10 most essential competencies for modern info pros.

The constant development of information technologies and methods of providing information, ongoing changes in the requests of our users force us to learn new competencies. We always need to upgrade our brains! 2020 presented us with new challenges. We had to learn the skills of working remotely in the virtual environment. Let's discuss which new competencies are currently the most important for the info pro. How can we get them? Where are potential places to help us learn new skills?

Finding the motivation for our own professional development.

2020 presented us with a new challenge. We had to learn new workskills. This happened unexpectedly and impacted many of our plans. Many of us are worried about the health of our families and friends and the impact on our work and future of our professional careers. How do

we motivate ourselves in these conditions in order to look at new ways of working? How do we the strength for our necessary professional development? Let's share effective methods for keeping our motivation high, ways of systematic learning and time management.

□ **Working with diverse generational staff: Millenials, Gen X and Baby Boomers**

How can you manage the work of a department with employees of different ages? How do you communicate and work with people of different generations? What are their different competencies? How does their life experiences impact the way they work and their expectations? Are there differences in how they approach their daily work challenges? It is very interesting! Working together, we complement each other. But we must understand and remember these differences well. Let's share examples, stories and best practices with the different generations in our discussion!

□ **Designing user-centric services and programmes.**

This year we had to significantly restructure our library user services. For some time libraries have been closed or they have only been allowed to serve a very limited number of users in person. Most of the work has had to be moved to a virtual environment. What are libraries doing to offer their users new services in the virtual environment? What have we learned from this? How can technology facilitate our services to our users in these challenging times, so we don't lose our users, but rather expand our services to them, thanks to the capabilities of IT technologies?

Knowledge Café Feedback



KNOWLEDGE CAFÉ-2021

**CONTINUOUS
LEARNING IN A GLOBAL,
DYNAMIC AND EVER-
CHANGING WORLD**

9 February 2021



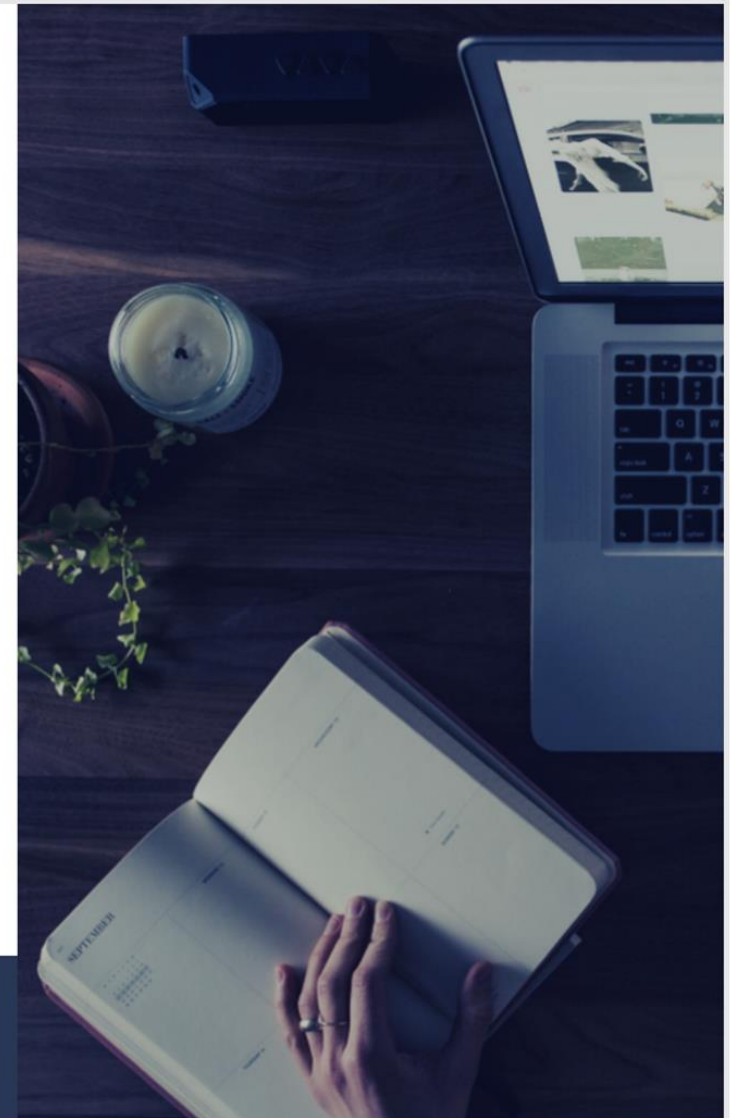
IFLA CPDWL
@IFLAKM



@IFLACPDWL
@IFLA_KM



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Two sessions of the Knowledge Café were held to cover all time zones

SESSION 1:

12:00 pm to 1:30 pm Moscow
Standard Time (UTC+3)

MODERATORS:



Svetlana Gorokhova



Daria Beliakova

SESSION 2:

12:00 pm to 1:30 pm Pacific
time (UTC-8)

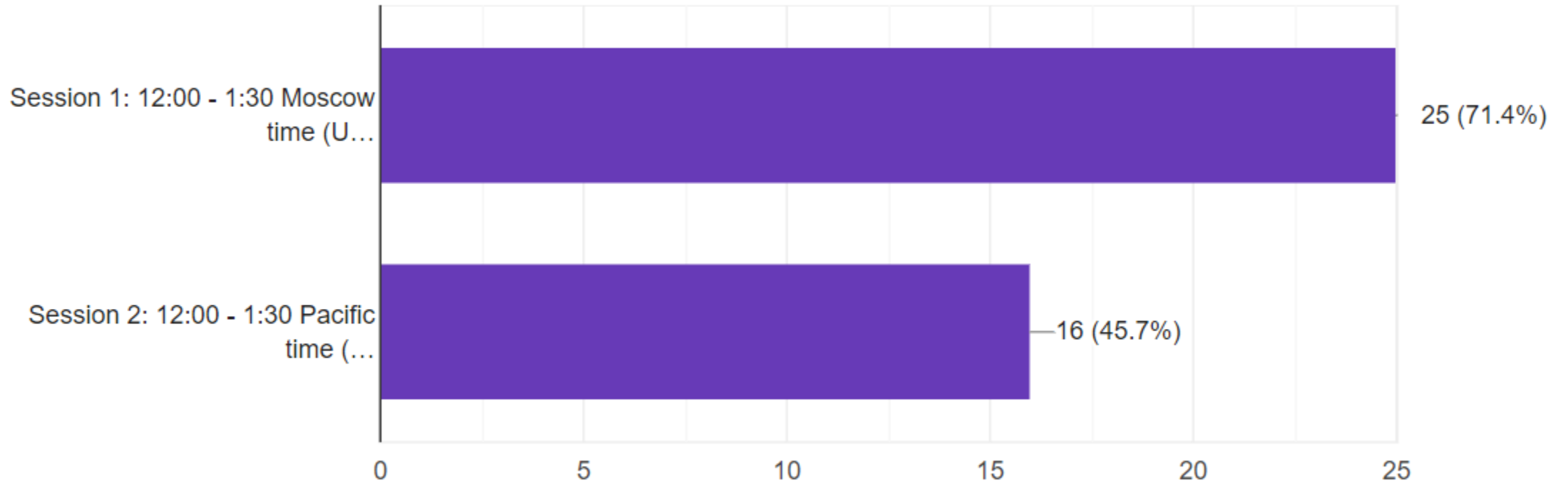
MODERATOR:



Monica Ertel

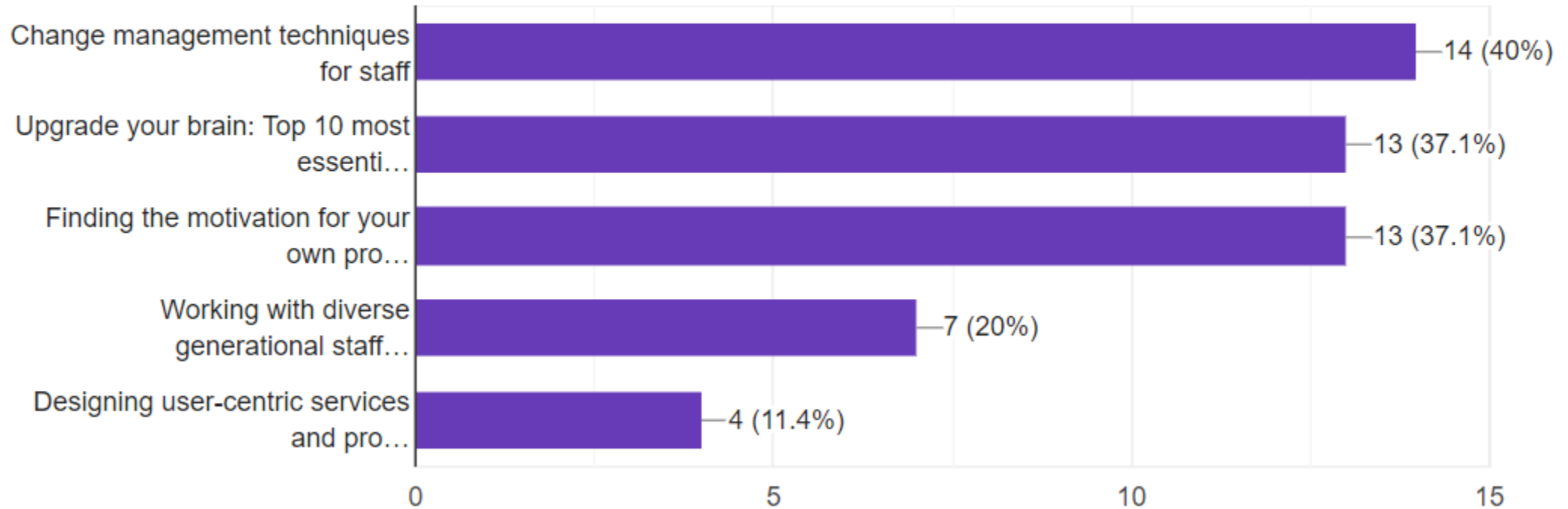
71% of attendees attended Session Number One

35 responses



'Change management' was the most attended discussion group followed by 'Upgrade Your Brain' and 'Finding Motivation for Your Own PD'

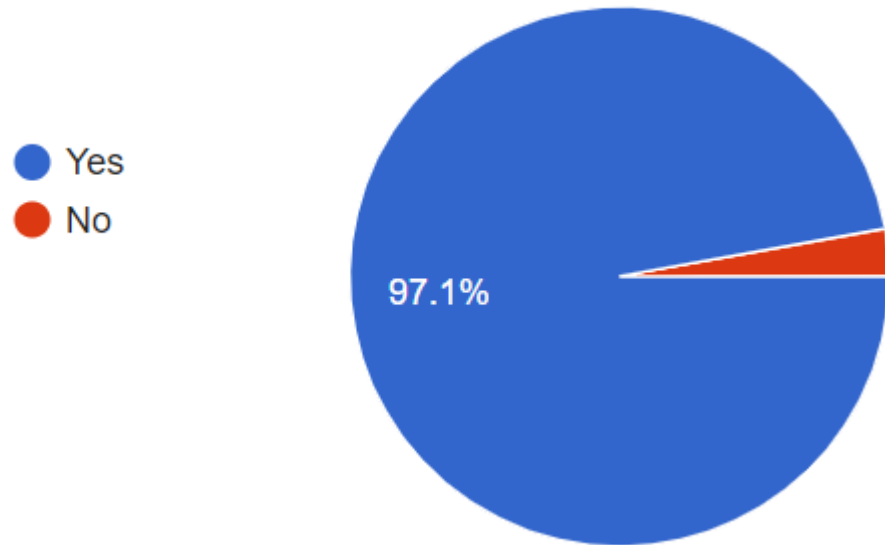
35 responses



97% of attendees felt the topics were relevant and 94% felt the format was helpful

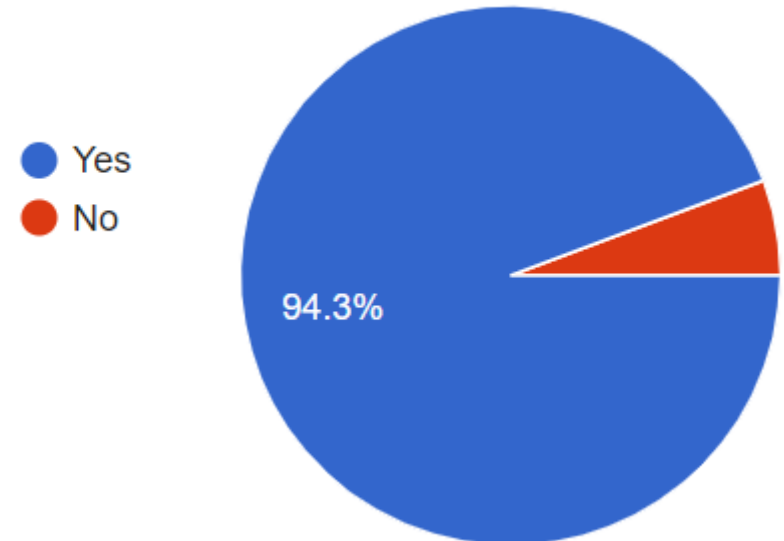
Were the topics relevant to you and your work?

35 responses



Was the format (2 – 30 minute discussions) helpful?

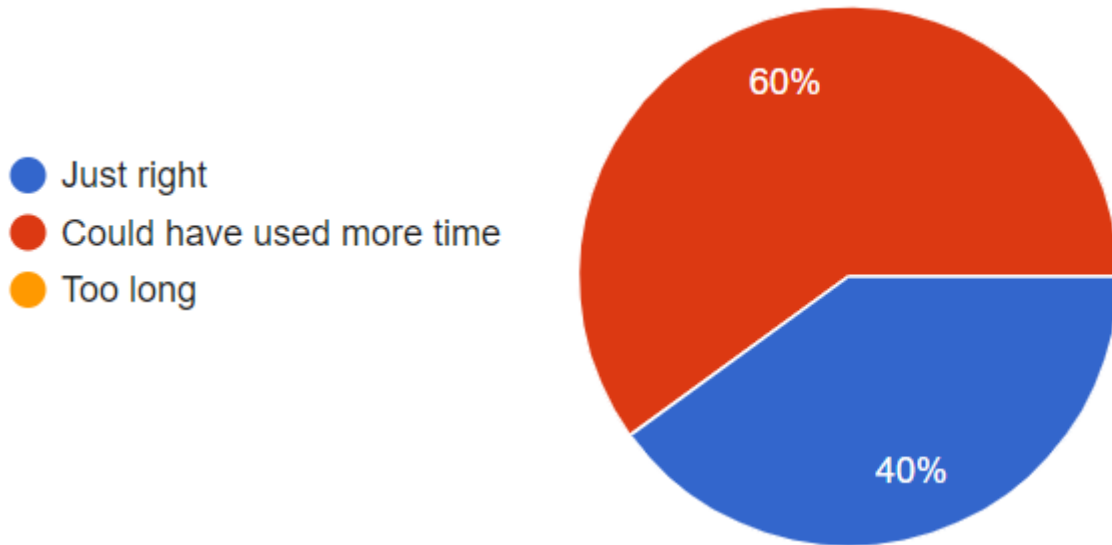
35 responses



60% said they would like more time; 86% felt the technology ran smoothly

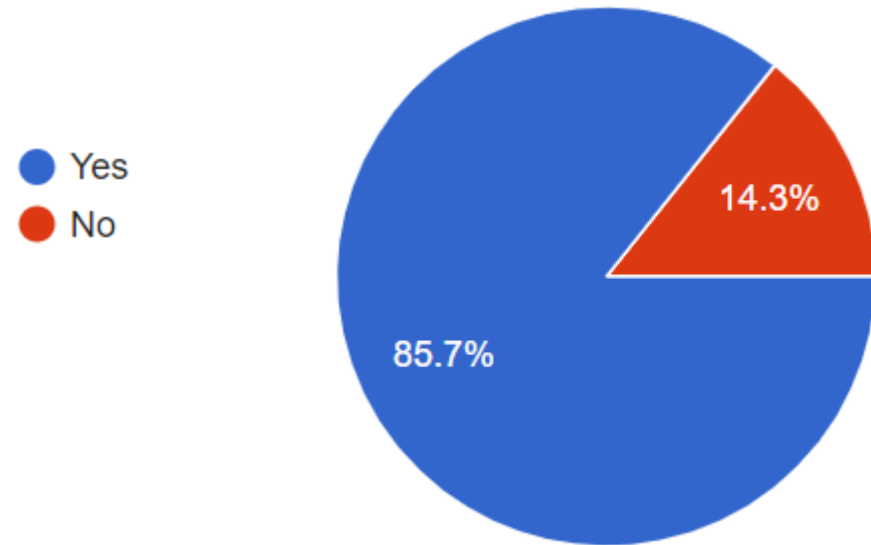
Was the time allotted sufficient?

35 responses



Did the technology run smoothly?

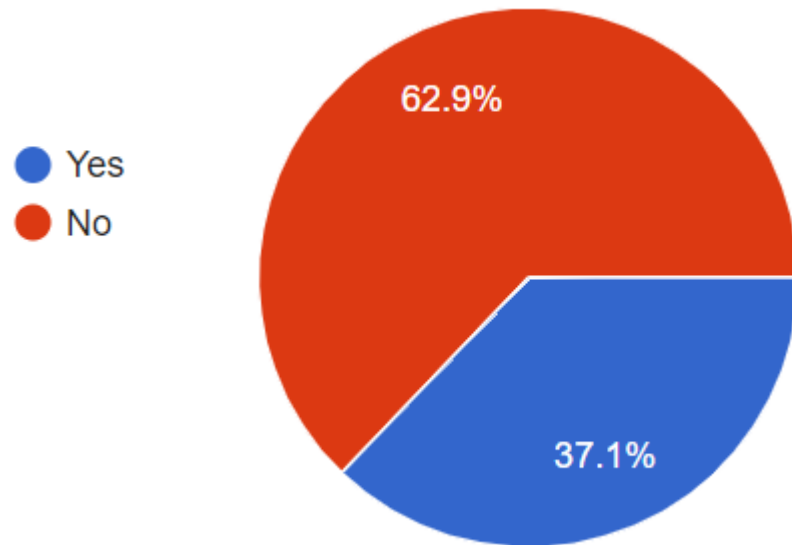
35 responses



For 63% of attendees, this was their first Knowledge Café; 91% would attend again

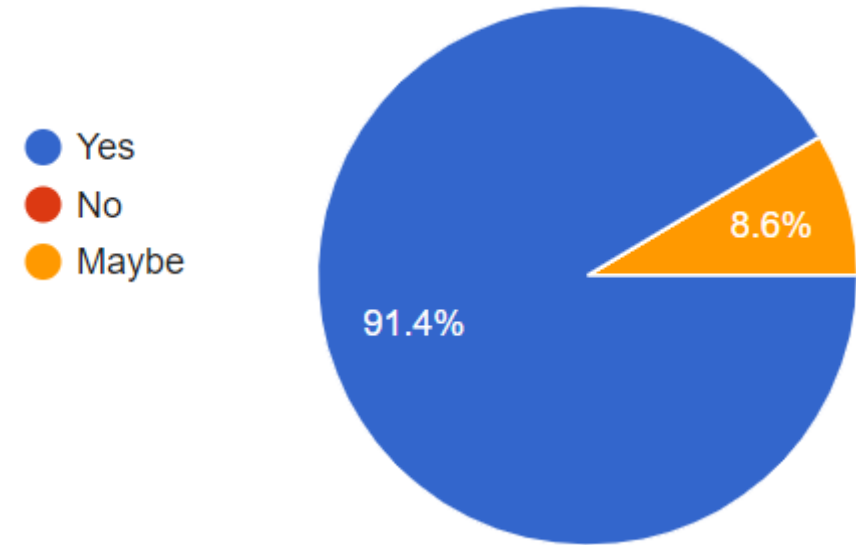
Have you attended a Knowledge Café in the past?

35 responses



Based on your experience, would you attend future KCs?

35 responses



There were a variety of comments about ideas for future Knowledge Cafes

- Library advocacy; community engagement techniques
- Leadership, Risk management; Library staff professional development
- Best practices need to be shared among the participants; Identification of new procedures, process and their impact. It should be basically knowledge sharing from experienced to others.. Especially involving the developing and under developed countries is essential. Explore the relevance of experiences to others.
- Knowledge Management
- Thinking outside of the box. Are there other areas I could work in related to librarianship?
- Digital workplaces
- The topics of this session were interesting, I'd like to hear more.
- Career options for MLIS graduates
- Methods of user participation in processes, project managing best practices
- Library software
- Educational role of libraries, new library for new demand
- The importance of Data Science in our major, how can we know it more?
- Sustainability

Additional comments about the Knowledge Café were very positive

- Thank you everyone for a great job
- Thank you for your efforts
- It was as if friends were sitting in a cafe over a cup of tea. More time and concentration is needed on subjects. Participants should feel satisfied by learning more specific concepts / experience. But I enjoyed getting introduced to new professionals and their way of friendly chat.
- Well done! Thanks a lot and happy to participate again
- Strong representation from Russian Federation was good: we need more from other countries
- Technology was a slight problem - I could not move to another room to join discussion
- I liked the beginning of the meeting, but the time was not enough for discussions. i was expecting interesting session, but in my opinion the declared topics were not disclosed. Anyway, I want to thank you for this opportunity and meeting!
- Thanks for providing such great opportunities to chat about important topics!
- Thank you!
- It was really nice to have time to chat with librarians around the world!
- It was a real pleasure to join the Knowledge Café. The value of such webinar cannot be overstated under the present situation in the world and new challenges that Libraries face.