



## LIBRARY AND INFORMATION SERVICES

## NAVIGATING DIVERSITY AND INCLUSIVITY MAZE AT THE UFS ACADEMIC LIBRARY: A MANAGER'S PERSPECTIVE

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# OUTLINE OF THE PRESENTATION

- Background to the presentation
- Dynamics of the profession and UFS LIS
- Leader's role in the diversity maze
- Leader's role in the inclusivity maze
- Barriers to change
- Leadership traits: Soft issues
- UFS LIS Today

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# BACKGROUND

- Constitutional right of all citizens
- Mini-Dissertation
- Cultural relativism
- Environmental influences
- Transformed organisation



<https://www.shutterstock.com/search/equality+and+diversity>

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# DYNAMICS OF THE PROFESSION AND UFS LIS

- Gender inequality: Female
- Race inequality: White
- Age inequality
- Superiority vs Inferiority Complex
- Huge differences in qualifications: White females holding higher positions
- Language of the superior race
- Exposure to professional development

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# LEADER'S ROLE IN THE DIVERSITY MAZE

- Becoming an affective change agent
- Intentional systematic change
- Involve people in the change process
- Conducive working environment
- Individual vs Institutional behaviour
- Organisational values and norms that address equality
- Re-socialisation of employees: Culture clashes
- Diversity friendly systems



<http://cv.pitch10.co/diversity-statement/aycliffe-town-council-makes-diversity-statement-aycliffe-today>

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# LEADER'S ROLE IN THE INCLUSIVITY MAZE

- Defining the new organisation
- Transition from the new to the old organisation
- Clear and regular communication
- Defining the good and the bad
- Instilling the “ubuntu” principles
- Trust all employees



<https://learningneverstops.wordpress.com/2014/04/22/i-want-equal-opportunities-not-equality/>

# BARRIERS TO CHANGE

- Resistance to change, sense of entitlement
- Exclusivity
- Conformity to rigid norms
- Systematic coherence
- Uncomfortable with new values
- Loyalty to existing relationships
- Sabotage to proposed developments
- Lack of trust in new black employee's competencies



<https://www.linkedin.com/pulse/barriers-organizational-change-nnamdi-okeke-ph-d->

# LEADERSHIP TRAITS: SOFT ISSUES

- Activist approach: Change agent
- High level of emotional intelligence
- High level of maturity
- Principled and ethical leadership
- Be vigilant and display courage
- Leading by example
- Tolerance and Patience



<https://orlandoespinosa.wordpress.com/2011/02/09/a-successful-leaders-characteristics/>



# UFS LIS TODAY

- Participative leadership, leading to sense of ownership
- Active participation in LIASA
- Presentation of papers
- Positive work environment surveys
- Learning organisation
- High morale of staff
- United in diversity
- Efficient service delivery



<https://www.tis.edu.mo/news/tis-inclusion-academy-to-welcome-70-athletes/>



# Thank You

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