

Background

At 59 years of age, and after 22 years in a large community teaching hospital library, I was given the opportunity to redefine myself, my personal and professional goals, and to identify and define my own success factors, i.e. those **things that matter**.

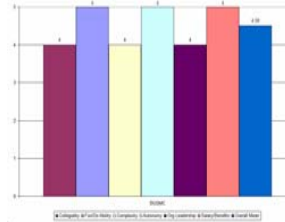
I had a lovely four months of paid time off in which to begin this task, and worked to get my consulting work back up and running while job-hunting. Then I was gifted with a temporary position in a university library that is part of a very large university system (Arizona State University) for nine months. I subsequently and luckily found the job I didn't know I'd always wanted at the University of Arizona.

This poster is an attempt to clarify and quantify those success factors, and also identify **things that matter**, which I did by scoring the various factors at each of my most recently held jobs, four in the same corporation, and the last at the University of Arizona's brand new College of Medicine-Phoenix.

"Job autonomy, complexity, exciting challenges and learning opportunities are critical success factors."



Banner Good Sam



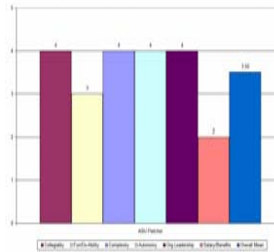
Community Teaching Hospital Library

22+ years
7.0 Library FTE staff, >4,000 users

- Autonomy : 5
- Collegiality : 4
- Quality of leadership : 4
- Salary/Benefits : 5
- Fun/Do-ability : 5
- Complexity : 4
- **Overall : 4.50**



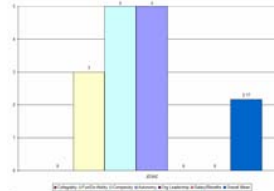
ASU Fletcher Library



University Library

.75 year
42.0 Library FTE/>8,000 users

- Autonomy : 4
- Collegiality : 4
- Quality of leadership : 4
- Salary/Benefits : 2
- Fun/Do-ability : 3
- Complexity : 4
- **Overall : 3.50**



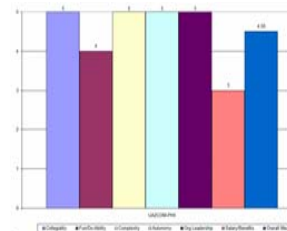
Self-Employed Independent contractor

Ongoing
Just me, no customers recently

- Autonomy: 5
- Collegiality: 0
- Quality of leadership 3
- Salary/Benefits: 0
- Fun/Do-ability: 3
- Complexity: 5
- **Overall: 2.17**



Arizona Health Sciences Library-Phoenix



Brand new Academic Medical Ctr Library

.33 year
40.0 FTE staff (1.0 Library)/200 MS3-4
Students as of 9/06

- Autonomy: 5
- Collegiality: 4
- Quality of leadership 5
- Salary/Benefits: 3
- Fun/Do-ability: 4
- Complexity: 5
- **Overall: 4.50**

Methods

I identified what I call **Success Factors** from my own experience using an entirely subjective method. With a Likert Scale of 1-5, I scored each factor in each organization. Not all factors are illustrated here; the obvious outliers were eliminated as the study progressed.

The method proved itself to be totally personal *and* therapeutic, however there was no control group per se. I am happy to share the success factors and definitions with my colleagues. Write to me at:

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Findings

- What **is** important is the quality of the library and its parent organization's leadership, and the formal and informal mentoring available, even at my advanced age!
- Job autonomy, complexity, exciting challenges and learning opportunities **are** critical success factors.
- The presence of a nurturing collegiality, fun, and a strong sense of community **can make or break** a job.
- Salary and benefits are important but **not** the absolute definers of (my) happiness.
- What is **not** important at all (for me) is the **type or size** of the library or its parent organization.
- That the emotional ups and downs I experienced in this past year were not as extreme as I perceived at the time, and no specific success factors were directly related to any **one job, job type or setting**.