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Managing change through team building in the context of organizing Erasmus+ mobility projects at the Gdańsk Tech Library

(Zarządzanie zmianą poprzez budowanie zespołu. Rozważania w kontekście organizacji projektów mobilnościowych Erasmus+ w Bibliotece Politechniki Gdańskiej)

Słowa kluczowe: zarządzanie zmianą, budowanie zespołu, projekty mobilności Erasmus+, VMOSA, biblioteki akademickie

Abstrakt: W artykule omówiono zarządzanie zmianą poprzez budowanie zespołu, w kontekście organizacji projektów mobilnościowych Erasmus+ w Bibliotece Politechniki Gdańskiej, jako główną strategię, która przyczyniła się do sukcesu projektów. Opisano projekty zrealizowane w latach 2017-2019 w ramach programu Erasmus+. Organizatorzy zdecydowali się na odpowiedzialne i aktywne podejście do zarządzania zmianą oraz skutecznego budowania zespołu. Przyjęcie i wdrożenie strategii zgodnie z procesem VMOSA (Wizja, Misja, Cele, Strategie i Plany Działania) okazało się korzystne i miało wpływ na sukces omawianych projektów. Autorki artykułu wspominają jedynie o istnieniu pewnych destrukcyjnych czynników, które mogą poważnie obniżać efektywność zespołu, jako przykład wymieniając problem osoby lub osób w zespole z narcystycznym zaburzeniem osobowości, co wydaje się być pomijane i czemu nie poświęca się wystarczającej uwagi we współczesnych badaniach interdyscyplinarnych i praktykach zarządzania zarówno w bibliotekach akademickich, jak i w innego typu organizacjach.

Keywords: managing change, team building, Erasmus+ mobility projects, VMOSA, academic libraries

Abstract: The article discusses managing change through team building in the context of organizing Erasmus+ mobility projects in the Gdańsk University of Technology Library as the main strategy which contributed to the projects' success. The authors describe the projects realized in the years 2017-2019 within the scope of the Erasmus+ programme. The organizers decided to take a responsible and active approach towards managing change and effective team building. Adopting and implementing the strategies according to the process of VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans) turned out to be beneficial and made it possible to implement several successful mobility projects. The authors only mention that there might appear destructive factors which can seriously reduce a team's effectiveness, highlighting the issue of a person or persons with

a narcissistic personality disorder, which seems to be overlooked and underestimated in contemporary cross-disciplinary studies and management practice both in academic libraries and in other types of organizations.

Introduction

The Polish society as such, including the professional group of academic librarians, is considered as a society of “individuals”. The Polish present their commitment to a common cause primarily in emergency situations. In everyday life, the tendency to cooperate with one another decreases sometimes to a necessary minimum [8]. This article can contribute to the existing literature in the field of academic librarianship in Poland to a certain degree, particularly as regards academic library management issues. This paper highlights the importance of working in teams in Polish university libraries as one of the solutions applied to enhance the quality of library services.

The main aim of this article was to show the direct positive influence of creating teams in working environment of an academic library. The authors aimed at showing how effective teamwork helps to combine talents of library staff members efficiently to reach a common goal, which in the case was increasing the number of librarians participating in Erasmus+ mobility projects¹. This study is to focus on describing the impact of teamwork on Erasmus+ mobility projects success in the Gdańsk University of Technology Library (Gdańsk Tech Library) in a span of two-year period (2017-2019). The first line beneficiaries of the research would be academic library professionals, especially those who specialized in upgrading the quality of academic library services in general, and mobility project management in particular, in the context of international and domestic activities.

Erasmus+ Programme for higher educations institutions

Staff training for higher education (HE) institutions employees in teaching and non-teaching capacities [2], including academic libraries, under Erasmus+ is defined as training opportunities abroad such as job shadowing, observation periods or specific training courses. Staff working in different sectors of education can be trained at a higher education institution in an Erasmus+ Programme or Partner country. A training period between two Programme countries must last for a minimum of two days and cannot last more than two months. This excludes travelling time. Financial support is provided by the sending institution, based on the availability of grants at the home institution.

Erasmus programme for HE organizations has been operating for more than 30 years, yet it is mainly identified as a student mobility programme, where students from within the European Union and EEA can spend 3-12 months studying or more recently working

¹ Erasmus programme carries in the literature various names depending on the period. The Programme was called “Erasmus” until 2013 and focused on university student and staff mobility. In the years 2014-2020 the Programme changed the named to “Erasmus Plus” and focused on higher education participants’ mobility in a broader sense.

in another European country. The Erasmus programme was launched in 1987 and was continued up till 1995 as an European Union programme which main goal was to support student mobility. In 1996 Erasmus programme (called Socrates) was broadened to include also e.g. teacher mobility. In the years 2000-2006 staff mobility was recognized as a separate activity in Erasmus under Socrates, however it was regulated in the form of bilateral agreements. Staff training started in 2007 with the launch of the Lifelong Learning Programme (LLP). LLP operated until 2013 and was transformed into Higher Education programme which operated in the years 2014-2020. Poland joined the Erasmus programme in 1998. There are plans to reformulate Erasmus+ programme (2021-2027).

Gdańsk Tech Library in Erasmus+ Programme

The Gdańsk Tech Library has been participating in Erasmus mobility projects since 2011. The first Erasmus mobility programme participant from the Gdańsk Tech Library was registered by the Gdańsk Tech International Relations Office in 2011. In the period 2011-2016 ca 6%² of the total number of Gdańsk Tech Library working staff took part in the Erasmus+ training opportunities. Consequently, there was a real need to change the situation and increase the number of Erasmus mobility projects participants among the Gdańsk Tech staff. To achieve this goal the Director appointed the International Cooperation Team (IC Team) at the library (2017) to coordinate the change implementation in the context of enhancing participation. As a result of the measures taken the number of staff mobility projects carried out by the Gdańsk Tech Library reasonably increased. The library staff participating in Erasmus+ Staff training courses and job shadowing in the years 2017-2019 increased reasonably in comparison with the period prior to 2017. In the years 2011-2016 when the Gdańsk Tech Library employed 70 staff members, 4 persons participated in 4 Erasmus+ mobility projects abroad³, which made ca 6% of the employees. In the years 2017-2019, the Gdańsk Tech Library employed ca 60 staff members. In the period 16 staff members participated in 18 Erasmus+ Staff Training opportunities abroad (some staff members participated in the mobility projects abroad more than once – see tab. 2), which made ca 27% of the employees. The change was possible in the first place due to the library director's vision based on staff cooperation within teams. The management style included, among other elements, managing change and team building.

Managing change

Managing change in the library is considered to be a deliberate and conscious action aiming to introduce changes at such a time, in such quantity and kind to maximize the effectiveness and efficiency of the library's work [11]. Managing change can range from permanent

² In the period 2011-2016 the Gdańsk Tech Library employed ca 70 staff members, only 4 persons according to the data collected by the Gdańsk Tech International Relations Office participated in the Erasmus mobility programs.

³ 2011 – 1 participant, 2012 – 1 participant, 2013 – 1 participant, 2014 – 0, 2015 – 0, 2016 – 1 participant.

improvements, like small ongoing changes to ongoing processes, to radical and fundamental changes, including organizational strategy. Effective change management includes changes at the personnel level, for example changes in mood or procedures; therefore, to implement effective changes, personnel management skills, such as motivation are needed [12].

Success in carrying out Erasmus+ mobility projects by Gdańsk Tech Library was mainly possible due to managing change within the organization. For a number of years hardly any staff participated in Erasmus+ courses for staff, although the opportunity existed. Gdańsk Tech as an academic institution was a beneficiary of a number of different European projects prior to 2017⁴. To increase the number of librarians taking advantage of the exchange programme, it was necessary to implement change in the library which consisted of altering the attitude of library staff towards such programmes. Running the VMOSA [7] (Vision – Mission – Objectives – Strategies – Action) practical planning process via team building allowed the organization to reach an agreement on the importance and necessity of increasing the number of both projects and participants. Additionally, to encourage librarians to actively participate it was necessary to make them believe that they had all the necessary capabilities to participate as team members. This meant a significant change in their mindset and self-esteem. Even if they knew English, which was a must to participate in the projects, and had the financial support from EU funds, the librarians often felt hesitant about taking advantage of the opportunity. To achieve this goal it seemed worthwhile to tackle the situation as a team of professionals who would support colleagues. The underlying thought was that effective teamwork is what makes organizations and groups of individuals proceed in their professional and personal development [4]. Being a part of an effective team or cooperating with one as “an outsider” guarantees support of other team members, exchange of opinions, variety of assets and talents. Teamwork has a number of positive qualities. For example, in a team each individual can contribute their unique talents and skills to the success of the team and the organization. The team members also have a sense of purpose and belonging thus it is easier for them to spur action towards a particular goal – their work becomes meaningful. Moreover, working together helps generate ideas and solve problems. Last but not least, members of a team learn how to communicate in a more active and effective way. One cannot underestimate the role of leaders in the context of teamwork – their role is to inspire people towards the vision, engage them and make it clear what is expected of members of a team [5].

Team building

In 2017, the International Cooperation (IC) Team at Gdańsk Tech Library was appointed by the Director⁵. One of the tasks of the team was to increase the quality of

⁴ Erasmus projects had different names throughout the years: LLP Erasmus, LLP Intensive Programme, Erasmus Mundus, Jean Monnet, CEEPUS, Tempus-Phare and Leonardo da Vinci Projects.

⁵ Dr Anna Wałek was appointed the Director of the Gdańsk University of Technology Library in January 2017. The main objective was to transform the library into a modern organization which would provide innovative services for the scientific community, including the Open Science Competence Center and the Library Welcome Center for international students. Moreover, the Director engaged the library into national and international projects and initiatives (for more information visit: <https://mostwiedzy.pl/en/anna->

library services in the scope of library staff mobility and professional training within the Erasmus+ programme. To achieve this twofold goal it was necessary, on the one hand, to increase the number of the librarians participating in Erasmus+ training courses and job shadowing abroad, and on the other side it was crucial to plan and run Erasmus+ Staff Training courses for librarians from other European academic centers. The decision was made to take responsible and active approach towards managing this change through creating effective teams in the culture of individuals, as the Polish society is sometimes called.

All team members should support one another, exchange opinions and offer a variety of talents and skills. Managing change is challenging and can be difficult to implement. Librarians in academic centers are traditionally conservative and not often convinced that changes are necessary and will actually improve the quality of their work performance and services they deliver. The underlying strategy that appeared to be most useful was based on an assumption that better quality could be made possible by building cross-sectional teams. Members of such a team could not only exchange their strong points, but also professional and personal experiences. It turned out that surface-level attributes of individual team members (age, gender and reputation) were not the most important factors in the functioning of a team. The International Cooperation Team appointed in 2017 was a team of staff members who worked in various sections on an everyday basis. What really seemed to have an impact on the way the team worked were the “deep-level” factors – the members’ personality traits, values and abilities [10].

The VMOSA Strategic Analysis Framework – Gdańsk Tech Library perspective

Adopting and implementing the strategies according to the process of VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans) by the Coordinator of the IC Team at the library turned out to be beneficial and resulted in implementing several successful mobility projects in which the librarians participated from 2017 to 2019. It also allowed the organizers of the mobility projects to crystallize the vision of the project, create the mission and the objectives. The true challenge was to define strategies and to prepare an action plan. The effectiveness of the strategies was heavily dependent upon creating an effective team which is in the culture of individuals – as some define Polish culture – a real challenge and requires managing change within people’s mindset, attitude and self-evaluation.

To increase the quality of library services in the scope of staff mobility and professional training within the Erasmus+ programme it was necessary to:

- build an effective team (IC Team);
- implement strategies according to the process of VMOSA;
- build a high-performing team by recognizing all the individuals’ strengths;
- improve team internal communication by planning in-person and online meetings,

walek,1132072-1/bio). In the discussed period of 2017-2019 Urszula Szybowska was appointed the IC Team Coordinator at the library.

discussing issues on a regular basis, responding to feedback from the team members, maintaining healthy organization's culture and communication mainly by addressing destructive factors which may occur and reduce a team's effectiveness (e.g. a team member or members with a narcissistic personality disorder which can cause a team they belong to suffer from conflict processes characterized by competition rather than cooperation [1; 6]).

Table 1 shows the description of Gdańsk Tech Library International Cooperation Team's VMOSA Process Description created in 2017.

Table 1. Gdańsk Tech Library International Cooperation (IC) Team's

VMOSA Process Description

The VMOSA strategic analysis framework	
VISION	Improving the participation in Erasmus+ programme among Library staff
MISSION	To enable professional development and quality improvement of international collaboration in the scope of Erasmus+ programme
OBJECTIVES	To increase Gdańsk Tech Library staff's participation in Erasmus+ programme by at least 20% by December 2019
STRATEGY	<ul style="list-style-type: none"> • Increasing the number of librarians participating in Erasmus+ Staff Training Weeks abroad • Organizing Erasmus+ Staff Training Week (one five-day training a year) • Organizing summer internship for international library science students
ACTION	<p style="text-align: center;"><u>ACTION STEPS:</u></p> <ul style="list-style-type: none"> • Building an effective International Cooperation Team to increase the quality of Gdańsk Tech Library's services in the scope of library staff mobility and professional training within the Erasmus+ programme • Gdańsk Tech Librarians will take part in Erasmus+ Staff Training Week organized by international academic libraries; every prospective participant will have the opportunity to take part in Erasmus+ Staff Training Week at least once a year after obtaining the consent of the Library Director • The Library will organize Erasmus+ Staff Training Week at least once a year • The Library will organize Summer Internship programmes for international library and information sciences students <p style="text-align: center;"><u>PERSONS RESPONSIBLE:</u></p> <p>International Cooperation Team at Gdańsk Tech Library – coordinator and members</p> <p style="text-align: center;"><u>FREQUENCY:</u></p> <p>Once a year or according to the needs</p> <p style="text-align: center;"><u>RESOURCES AND SUPPORT REQUIRED:</u></p> <ul style="list-style-type: none"> • Every volunteer can use "ERASMUS+ in Gdańsk Tech Library. Guide step-by-step" (Polish: „Erasmus+ w Bibliotece Politechniki Gdańskiej. Poradnik krok-po-kroku") • IC Team support for every volunteer helping with the choice of destination and making official contact with the libraries organizing Erasmus+ STWs

The VMOSA strategic analysis framework	
ACTION	<p style="text-align: center;"><u>COLLABORATORS:</u></p> <p>IC Team collaborated with other Gdańsk Tech librarians and with International Relations Office at Gdańsk Tech</p> <p style="text-align: center;"><u>SUPERVISION:</u></p> <p>Dr Anna Wałek, Director of the Gdańsk Tech Library</p>

Source: self-elaboration.

The vision was to create the academic library as an organization actively participating in Erasmus+ initiatives for academic staff. The mission was to define the “what-and-why we are going to do”. Consequently, it was necessary to establish a repertoire of actions in the scope of Gdańsk Tech Librarians’ participation in international projects. Developing specific objectives was the next step which was to a large extent dependent upon the tools offered by the University. The objectives included realization of the agreements and programmes the University gave access to, one of which was Erasmus+.

Establishing a sense of urgency among the librarians was relatively simple as the internationalization of the Gdańsk University of Technology has been one of the priorities and staff’s participation in various international programmes was a, if not required, at least well expected, condition. Forming a powerful guiding coalition, or in other words a team of enthusiasts turned out to be a natural process due to the fact that in 2017 the Gdańsk Tech Library Director, Dr. Anna Wałek appointed IC Team at the library. The team, was composed of staff from different library sections, possessing a spectrum of complementary skills, knowledge and experience. The so-called human factor and human potential turned out to be ‘the crucial tool’ to put the vision into practice and transform the organization not only in the scope of collaboration with international organizations, international library users services, but above all in the scope of carrying out Erasmus+ mobility projects. As a result of implementing the projects a substantial amount of added value was provided [9].

Erasmus+ mobility projects in Gdańsk Tech Library – description of the mobility projects, 2017-2019

The staff training events carried out under Erasmus+ undertaken at Gdańsk Tech Library over the years 2017 to 2019 can be divided into three types of activities:

1. Participating in training opportunities abroad in European academic libraries under the Erasmus+ Programme such as job shadowing, observation periods or specific training courses (‘Staff Mobility for Training Abroad’ – see tab. 2).
2. Organizing training events for international staff from academic libraries under the Erasmus+ Programme such as job shadowing or specific training courses (‘Staff Mobility for Training at Gdańsk Tech Library’ – see tab. 3).
3. Organizing summer internships for international library and information science students under the Erasmus+ Programme (‘Student Mobility for Traineeship’ – see tab. 4).

In the period 2017-2019 Gdańsk Tech Library Staff participated in 18 training opportunities abroad in European academic libraries under the Erasmus+ Programme ('Staff Mobility for Training Abroad'). Additionally, Gdańsk Tech Library organized 2 training events in the form of individual job shadowing, 2 training courses for international staff from academic libraries under the Erasmus+ Programme, also called *Staff Weeks at Gdańsk Tech Library* and 1 Erasmus+ summer internship for library and information science international students. The tables displayed below depict the detailed information about the training activities undertaken by the library.

Table 2. Staff Mobility for Training Abroad. Five-day staff training opportunities abroad for Gdańsk Tech librarians under the Erasmus+ programme

Type of staff training opportunity	Training event/Staff Training Course		Receiving Institution – Country	No. of participants	Year
	Staff training course	Individual job shadowing			
Staff Mobility for Training Abroad – Gdańsk Tech Library Staff participating in international training events	X		Helsinki University Library – Finland	1	2017
		X	Library of the Loyola University Andalusia – Spain	1	
		X	University of Stuttgart Library Universitätsbibliothek Stuttgart – Germany	3	
		X	Library of the University of La Laguna – Spain	2	
	X		Library and Information Centre Aristotle University of Thessaloniki – Greece	1	2018
		X	German National Library for Science and Technology and University Library – Germany	1	
	X		The University of Edinburgh Library and Collections – United Kingdom	1	
Staff Mobility for Training Abroad – Gdańsk Tech Library Staff participating in international training events	X		CONUL, the Consortium of National and University Libraries in Ireland – Ireland	1	2018
		X	Library of the University of La Laguna – Spain	2	
	X		Library & Information Center, University of Patras – Greece	1	
		X	University Library of Technical University of Munich – Germany	4	

Type of staff training opportunity	Training event/Staff Training Course		Receiving Institution – Country	No. of participants	Year
	Staff training course	Individual job shadowing			
Staff Mobility for Training Abroad – Gdańsk Tech Library Staff participating in international training events		X	The Czech Technical University in Prague Central Library – Czech Republic	2	2019
		X	National and University Library of Iceland – Iceland	2	
		X	Biblioteca Universitaria di Bologna – Italy	2	
	X		Sciences Po Bibliothèque – France	1	
	X		Aix-Marseille University Library – France	1	
	X		University of Cyprus Library – Cyprus	2	
	X		University Library, Vrije Universiteit Amsterdam – Netherlands	1	
Total number	9	9	18⁶	29⁷	

Source: self-elaboration.

⁶ Library of the University of La Laguna was visited twice by Gdańsk Tech librarians.

⁷ Altogether there were 29 applications and 16 staff members (7 persons participated in the Erasmus+ mobility programme once, 6 – twice, 2 – three times and 1 person – four times).

Table 3. Staff Mobility for Training at Gdańsk Tech Library. Five-day staff training opportunities at Gdańsk Tech Library for international librarians

Type of staff training opportunity	Training event/ Staff Training Course		Sending Institution – Country	No. of participants	Year
	Staff training course	Individual job shadowing			
Staff Mobility for Training at Gdańsk Tech Library for international staff		X	Riga Technical University – Latvia	2	2018
		X	Universidad de La Laguna – Spain	2	
	X		Oulu University of Applied Sciences Library – Finland	8	2019
			Complutense University, Medicine Library – Madrid		
			Library & Information Center University of Patras – Greece		
			Lisbon School of Economics and Management-Library – Portugal		
			Stuttgart University Library – Germany		
			University Library Erlangen-Nuernberg – Germany		
			University of Ljubljana Library – Slovenia		
	X		Odisee Academic Library – Belgium	6	
			Complutense Library Universidad Complutense de Madrid – Spain		
			Edinburgh University Library – United Kingdom		
			Boğaziçi University Library – Turkey		
Total number	2	2	13	18	

Source: self-elaboration.

Table 4. Student Mobility for Traineeship at Gdańsk Tech Library. Erasmus+ summer internship for international library and information science students

Type of staff training opportunity	Training event/ Staff Training Course	Sending Institution – Country	No. of training days	No. of participants	Year
Student Mobility for Traineeship Summer Internship for library and information science students	Student mobility for Traineeship	Ankara University – Turkey	60	1	2019
		Çankiri Karatekin University – Turkey		1	
Total number	1	2	60	2	

Source: self-elaboration.

Table 5. Team Workload Management Erasmus+ Staff Training Opportunities at Gdańsk Tech Library

Type of staff training opportunity	Tasks	Library section responsible
<p>Staff Mobility for Training Abroad Gdańsk Tech Library staff participating in training opportunities abroad under the Erasmus+ programme</p>	<ul style="list-style-type: none"> • Preparing a guide for Gdańsk Tech Library staff: Erasmus+ in Gdańsk Tech Library – a step-by-step guide • Sharing experience and good practices 	<ul style="list-style-type: none"> • IC Team coordinator in collaboration with Gdańsk Tech International Relations Office • Library staff who have participated in training opportunities
<p>Staff Mobility for Training at Gdańsk Tech Library Training events at Gdańsk Tech Library for international staff from academic libraries under the Erasmus+ programme</p>	<ul style="list-style-type: none"> • Presentation of the Gdańsk Tech Library • Tour of the Gdańsk Tech Campus – history and heritage of Gdańsk University of Technology • Digitization and Pomeranian Digital Library • Print and digital collection management at the Gdańsk Tech Library: adapting to the new requirements • Crossing the bridge to knowledge – experiences, difficulties and challenges of Institutional Repository at Gdańsk Tech • New library skills – how to acquire them? • Promoting Open Educational Resources by Gdańsk Tech Library & European Network of Open Education Librarians (Sparc Europe) • Teaching Information Skills to Gdańsk Tech foreign students • Gdańsk Tech Library Special Collections • Open Access at Gdańsk Tech Library • The Nanotechnology Regional Library (NRL) – main tasks, duties and policies • The role of librarians in promoting Open Science idea among researchers • The Profile of branch libraries 	<ul style="list-style-type: none"> • Circulation Services • Scientific and Technical Information Services • Digital Resources Access Services • Traditional Collection, Acquisitions and Cataloguing Services • Digital Archive and Multimedia Creation Services • Historical Section • Library Office
<p>Student Mobility for Traineeship Summer internship for library and information science students under Erasmus+ programme</p>	<p>Tasks for students:</p> <ul style="list-style-type: none"> • Rearranging library materials and books • Preparing a reference list of books on Tricity history and architecture • Creating FB posts • Planning your search and search techniques applied articles, databases, online catalogues • Writing an orientation game script for Gdańsk Tech students • Scanning documents • Uploading digital publications to the online library • Configuration and customizing new Web-based reports to meet library's specific needs • Running reports 	<ul style="list-style-type: none"> • Circulation Services • Scientific and Technical Information Services • Digital Resources Access Services • Traditional Collection, Acquisitions and Cataloguing Services • Digital Archive and Multimedia Creation Services • Historical Section • Library Office

Type of staff training opportunity	Tasks	Library section responsible
<p>Student Mobility for Traineeship Summer internship for library and information science students under Erasmus+ programme</p>	<ul style="list-style-type: none"> • Citizen Science • International cooperation at Gdańsk Tech and Gdańsk Tech Library • Counter databases reports • Databases: statistics analysis, usage reports, preparing statistics reports • Open Educational Resources • E-resources as a useful tool for students • Open access repositories • Traditional resources v/s electronic resources <p>Presentations for students:</p> <ul style="list-style-type: none"> • Gdańsk Tech Library as a place, people and resources through the years • Mendeley – a reference manager – how and why to support the use of citation managers at libraries • Social Media in Gdańsk Tech Library and Turkish libraries – comparison and inspiration • Gdańsk Tech Library history • Open Data • E-learning 	<ul style="list-style-type: none"> • Circulation Services • Scientific and Technical Information Services • Digital Resources Access Services • Traditional Collection, Acquisitions and Cataloguing Services • Digital Archive and Multimedia Creation Services • Historical Section • Library Office

Source: self-elaboration.

Conclusion

In the years 2017-2019 the Gdańsk Tech Library staff participated in and organized a number of Erasmus+ mobility projects, including three types of training activities: ‘Staff Mobility for Training Abroad’ (18 five-day training events under Erasmus+ programme, 16 Gdańsk Tech Library staff members visited 17 European libraries), ‘Staff Mobility for Training at Gdańsk Tech Library’ (4 five-day training events, 18 international academic librarians from 13 different European libraries visited Gdańsk Tech Library), ‘Erasmus+ Student Mobility for Traineeship’ (1 sixty-day training event – summer internship – for 2 library and information science students from Turkey).

The Gdańsk Tech library staff participating in Erasmus+ Staff training courses and job shadowing abroad under staff mobility for training increased in the years 2017-2019 up to 27% of library staff engagement in comparison with the period prior to 2017. Consequently, there was 21% growth of the library staff participation in Erasmus mobility programmes. This change would not be possible without the Library Director’s vision to reinvent the role of the academic library, taking on challenges and encouraging staff to embrace change and develop new skills.

The objectives of the future Erasmus+ programme (2021-2027) need to be changed according to some university leaders towards “blended” staff mobility; linking higher

education institutions and the world of work. According to some experts the digital form seems to be a preferable form due to COVID-19 [3]. Staff training opportunities such as job shadowing, observation periods or specific training courses do not, however, lend themselves to taking place on-line. The real value of the training activities lies in direct participation, in face-to-face meetings, in observing and talking to real people, and seeing another campus, location, and city. There are some real examples of virtual collaboration taking place in both the teaching and training areas. The case of the Erasmus staff training opportunities created by the Gdańsk Tech Library are definitely a good example of such activities undertaken 'against-all-odds', promoting academic librarians as role models of adaptability, agility and resilience in the context of professional competences as well as personal skill sets. Erasmus+ in academic libraries allows the programme participants to develop not only their professional skills, but also create some added value [9]. Such added value creation appears to be particularly important in a time of crisis, which COVID-19 situation definitely appears to be.

This study shows the positive influence of building teams to enhance the quality of Erasmus mobility projects management, especially increasing the number of participants. It is recommended that academic libraries create teams to implement change in a broader perspective of their actions and services, and in a narrower sense to increase the number of staff participating in Erasmus+ events. The responsible and active approach towards managing change helped to identify strategies like team building enforced by the process of VMOSA which altogether turned out to be beneficial by creating communication channels, fostering collaboration, exchanging ideas and opinions. Building teams is worth considering when there is a need to manage a change within an organization. In the authors' opinion it was not so much the team members' surface-level attributes that mattered most in the process of managing team effectiveness and performance; what seemed to truly matter were the "deep-level" factors, especially the members' personality traits and values.

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