NWHSU Faculty Scholarship Archive

Venue:	Minnesota Library Association 2023 Annual Conference
Title:	Essential elements for successful change management
Date:	October 4, 2023
Type:	Presentation
Author(s)/ Presenter(s):	Emily Waitz
Abstract (or Book Review):	Change happens in all library settings. Do you have the skills to manage change successfully? Learn the essential elements of creating a change management plan that can apply to any change, big or small. Thoughtful and proactive planning for change leads to success.

Essential Elements for Successful Change Management

Minnesota Library Association Conference - October 2023
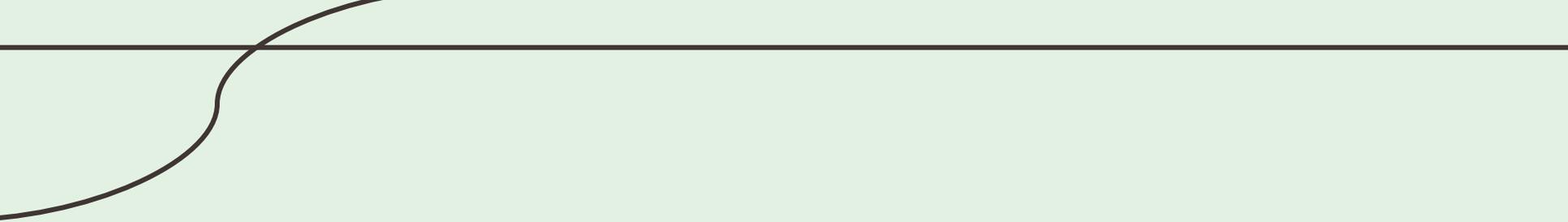
Plan for Today

01
Introduction
What/Why Change Management

02
Essential Elements
Understand key phases and how they fit together

03
Application
Apply a template to common situations

04
Wrap Up
Takeaways/Getting started on your own

01

Introduction

What is Change Management and Why Does it Matter?

What is Change Management?

Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes **preparing and supporting employees**, establishing the **necessary steps for change**, and **monitoring pre- and post-change activities** to ensure successful implementation.

"People don't resist change. They resist being changed."

–Peter Senge
Systems Scientist and Author

02
Essential Elements
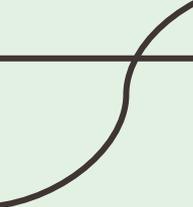
Understand key phases and how they fit together

Inspire

Inspire people to act; understand the change

Enlist

Enlist support and contribution

Plan

Develop a plan that supports the goal

Execute

Execute the plan, remaining flexible

Communicate

Communicate and celebrate progress!

Anchor

Anchor the change in culture and policy

Review

Confirm goals achieved and lessons learned
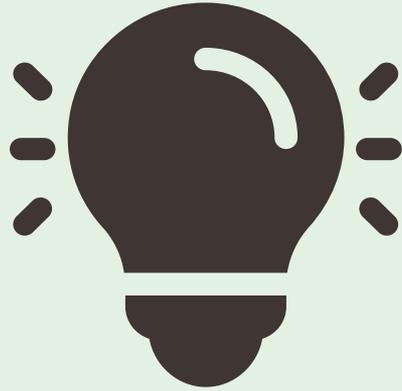
Phase 1

Inspire

# 💡 Phase 1: Inspire

Challenge yourself to do this first!
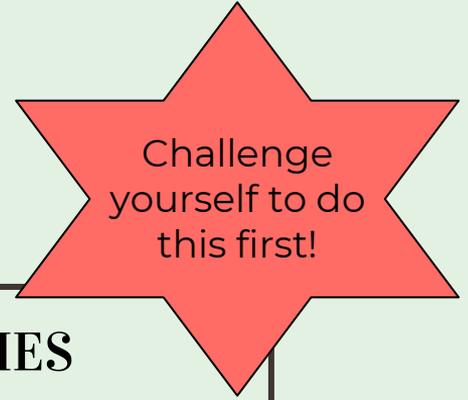
GOAL

- Understand what needs to change and why.
- Inspire people to act.
- Prepare them mentally that change is coming, get used to the idea.

ACTIVITIES

- Prepare managers with talking points for meetings.
- Hold a Town Hall.
- Consider all communication methods.

Attributes: Transparency, Motivational Leadership. Vulnerability
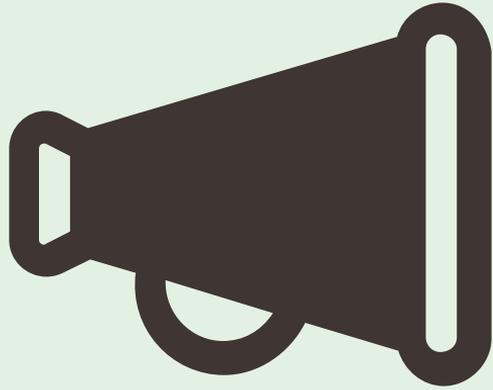
Phase 2

Enlist

Phase 2: Enlist

GOAL

- Identify and embed change champions.
- Ensure subject matter expertise for decisions.
- Build trust.

ACTIVITIES

- Meet with smaller groups to explain the problem and ask for help.
- Send out a survey.
- Convene a listening session.

Attributes: Active Listening, Empathy, Conflict Management
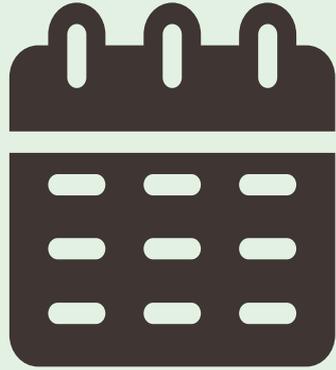
Phase 3

Plan

Phase 3: Plan

| GOAL	ACTIVITIES
- Develop a sound project plan, starting with vision. - Regularly confirm that it supports the change goal *and* the people affected.	- Analyze feedback from stakeholders. - Compare stakeholder need to requirements. - Draft a project plan that respects earlier phases.

Attributes: Analysis, Strategy, Organization
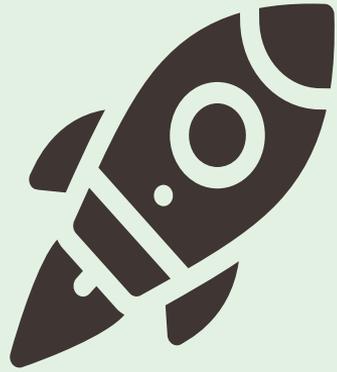
Phase 4

Execute

Phase 4: Execute

GOAL

- Execute the project plan.
- Remain flexible based on an ongoing feedback cycle.

ACTIVITIES

- Complete project tasks.
- Stay attuned to project goals, not just checking things off.
- Provide avenues to give and receive feedback.

Attributes: Delegation, Problem Solving, Openness
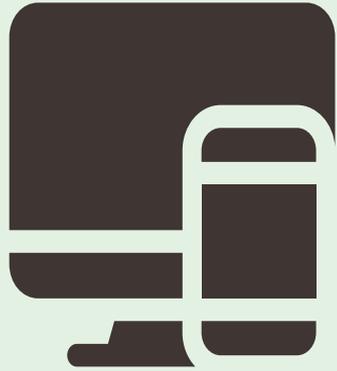
Phase 5

Communicate

Phase 5: Communicate

GOAL
- Communicate progress (good or bad).   - Celebrate wins.   - Transparency to build trust.

ACTIVITIES
- Hold Standing Project Meetings   - Send a newsletter   - Use social media   - Provide departmental meeting updates, Q&A.   - Post news on your website/landing page.

Attributes: Enthusiasm, Transparency, Creativity
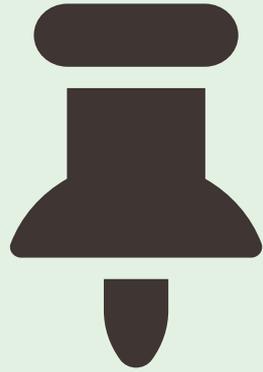
Phase 6

Anchor

Phase 6: Anchor

GOAL
● Anchor the change in culture and policy

ACTIVITIES
● Update procedural documents
● Revise website content
● Provide training
● Devise nudges
● Plan check-ins
● Incorporate into future goals

Attributes: Systems Thinking

Phase 7

Review

Phase 7: Review

GOAL

- Review whether the goal was achieved
- Lessons learned? How to move forward?

ACTIVITIES

- Check back with stakeholders.
- Schedule a final project team meeting.
- Determine any necessary next steps.

Attributes: Reflection, Humility

03

Application

Apply a Template to Common Situations

Common Library Changes

Changes to Library Hours

Shifting Collections

New Tool

Replacement of Service

Library Renovations

New Manager

New Library Hours

INSPIRE
- Conduct studies/surveys to confirm assumptions.
- Ask for feedback in staff meetings.
- Meet with Facilities department.

ENLIST
- Form project team.
- Craft new hours proposal with public services staff.
- Communicate initial proposal widely to invite comment.

PLAN
- Map out project requirements with project team.
- Set up e-mail list for internal stakeholders.
- Consider social media campaign.

New Library Hours

EXECUTE

- Work through tasks
- Add tasks when new interdependencies are identified.
- Send regular updates to e-mail list

COMMUNICATE

- Align messages with goals.
- Send project recap to internal list (template).
- Launch social media campaign.
- Special email to donors/friends.

New Library Hours

ANCHOR
- Revise remaining documentation
- Provide training/talking points

REVIEW
- Review library visit data and user feedback
- Make note of any details missed for next time.

Hiring New Manager

INSPIRE
- Before hiring begins, meet with team to reflect on past and present needs.
- Meet with other library managers to make your intentions clear and hear their ideas.

ENLIST
- Invite members to form a hiring committee with broad representation
- Share job description with staff, so they can help recruit.

PLAN
- Create job description that clearly identifies needs
- Train hiring committee on bias in hiring
- Create realistic interview and decision schedule.

Hiring New Manager

EXECUTE

- Begin hiring and interviews
- Meet/communicate regularly with hiring committee to confirm alignment.
- Manage delays.
- Make selection.

COMMUNICATE

- Widely announce new employee, including details of why they were hired and expectations.
- Clearly share any reporting or duty changes
- Provide copies to new hire

Hiring New Manager

ANCHOR

- Make introductions and actively work on team building
- Update affected workflows/approvals

REVIEW

- Invite questions from staff and new manager.
- Update hiring process docs for next time.

04

Wrap Up

Takeaways/Getting Started on Your Own

Templates

Change: _____

PHASE	PRACTICAL STEPS
INSPIRE Inspire people to act; understand what needs to change and why.	•
ENLIST Enlist support from the community to contribute to taking meaningful action.	•
PLAN Develop a plan that supports the goal and the people needing to achieve the goal.	•
EXECUTE Execute the project plan, remaining flexible based on an ongoing feedback cycle.	•
COMMUNICATE Communicate and celebrate progress with the team and effected community.	•
ANCHOR Anchor the change in culture and policy.	•
REVIEW Confirm that the goals were achieved, lessons learned, and plan how to move forward.	•

Change Name

What is being done?
-

Why is this happening?
-

When is this happening?
-

How does this affect me?
-

What if you have questions?
-

Highlighted Resources

Adeyoyin, Samuel, et al. "Management of Change in the 21st Century Libraries and Information Centres." Library Philosophy and Practice, 2012, p. 695. (LINK)

Goble, David S., and Kathleen Brown. "What If They Started Talking?: New Roles for Staff in Change Management– A Case Study." The Serials Librarian, vol. 28, no. 3–4, Apr. 1996, pp. 197–207. DOI.org (Crossref), https://doi.org/10.1300/J123v28n03_02.

Kotter, John P. Leading Change. Harvard Business Review Press, 2012. (Google Books)

Miller, Kelsey. "5 CRITICAL STEPS IN THE CHANGE MANAGEMENT PROCESS." HBS Online - Business Insights, 19 Mar. 2020, https://online.hbs.edu/blog/post/change-management-process.

Smith, Richard, editor. The Effective Change Manager's Handbook: Essential Guidance to the Change Management Body of Knowledge. Kogan Page, 2015. (Google Books)

"Three 'People Factor' Steps for Successful Change Management." Next, 17 Oct. 2018, https://blog.oclc.org/next/three-people-factor-steps-for-successful-change-management/.

Thanks

Do you have any questions?
ewaitz@nwhealth.edu