Change Management: is it working?

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A Perfect Storm at CUHK Library

- Tipping point in move to digital collections reached
- ‘3+3+4’ and an increase in student numbers
- A new, broader curriculum particularly in the first year
- Changing pedagogy
- External management Efficiency review
- Major build programme
  - Learning & Research Commons
- A new University Librarian
What is to change?

- **Targets.** Attitudes, beliefs, behaviours, interaction patterns?
- **Scope.** Individual, group, organisation, inter-organizational?
- **Scale.** Incremental or transformative?
- **Tempo.** Episodic or continuous? Punctuated equilibrium.
- **Stakeholders.** Strategist, implementer, change recipient, external change agents.
- **Collaborative or Coercive?**
Change Process

Standard approach 4 basic conditions

a. Compelling story.
   • Let people write their own story. + and -

b. Role modelling.
   • Do you see yourself as part of the problem? How influential are change leaders anyway?

c. Reinforcement systems
   • Money or small unexpected rewards? Fairness.

d. Skills required for change
   • Employees are what they think? Skill building program need ‘field and forum’ approach
Before and After
Questions

• What choice of strategy for managing organizational change best suits your library?

• What might a successful change management process look like for your library, and

• “Be the change that you wish to see in the world.” (Mahatma Gandhi). Are you?
References

