Change is Inevitable.
It's how you respond that matters.

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What CHANGE have you faced in your library?

Essential Library Competencies:

- ❖ Anticipates and adapts to change and challenges effectively
- ❖ Embraces and adapts to change with curiosity and enthusiasm
- ❖ Adapts to varied roles, job responsibilities, schedules and contexts
- ❖ Anticipates future trends and recommends changes in priority or direction in alignment with organizational goals
- ❖ Explores and adopts new technologies for their potential to deliver new ideas, products and services
- ❖ Recommends and takes reasonable risks to test implementations of change

From WebJunction's 2014 Competency Index for the Library Field

Organizational Leadership

Embraces change and fosters understanding and acceptance by all stakeholders.

OCLC Library Management Competencies (2015)

Quiz time!!

I did this in 2003

From

- ☺ Large R1 University
- ☺ Public
- ☺ Single discipline
- ☹ Reporting to micro-managing middle manager with no intrinsic motivation for change
- ☹ Ex: ¾" U-matic videotape

To

- ☺ Small liberal arts college
- ☺ Private
- ☺ Multi-disciplinary
- ☺ Reporting to library director who was hands-off and expected change
- ☺ VHS giving way to DVD

Change Challenges of moving from one institution to another

- ❖ All new environment/culture 12%
- ❖ All new people, all new relationship dynamics 20%
- ❖ Probably new technology/tools 17%
- ❖ All new rules, procedures, locations 44%

PR Newswire -- "Survey Identifies Greatest Challenges When Starting a New Job"

Change Challenges from para-professional to professional

- ❖ New duties assigned as individuals left the University
- ❖ From only Access Services—to Technical Services-+ Archives + Digital Commons + Electronic   Resources with a brief time as Interim Dean
- ❖ New systems (Millennium to Sierra, EDS to Worldshare Discovery, and ERM platforms)
- ❖ Staff Shortages
- ❖ Full time ILL employee to Access Services Librarian –I supervised the individuals who trained me

Change Challenges from para-professional to professional (cont)

❖ Part-time employee that closed each night to full time employee
❖ younger than my employees
❖ From checking out materials to making sure things ran smoothly
❖ Following the rules to writing the rules
❖ Friend to supervisor
❖ New Office-I lost my windows
❖ New Dean and New Librarians
❖ New Collection Manager---no Desk Manager

Changes in my career

❖ Moved institution types – community college to liberal arts college

❖ Position types – went from reference librarian to a supervisory role

❖ Employee turnover and retirements

❖ Moved to a new library building

❖ I've been promoted and taken on additional responsibilities

❖ One director retired, another was hired, he retired, we are currently in an interim situation

❖ Service and policy changes resulting from an external review and new library director

Changes in my career (cont)

❖ Technology changes like implementing ILLiad and Ebsco Discovery Service

❖ A library renovation resulting in repurposing areas I considered "my space"

❖ Computing Center and Academic Success office moved into our building

❖ Changes in top administration – Deans, Provosts, 3 College Presidents

Embracing Change is Important for Many Reasons

❖ Change is inevitable, and change is constant

❖ Change is an opportunity for transformation – it is not a crisis

❖ We are proponents of life long learning, no??
  - Let's not exist in the "comfort zone", but instead adventure in the "learning zone."

Steps for Helping Others Through the Change

❖ Create a vision. Why do we need to make this change?

❖ Effectively communicate the vision or idea. Communicate the WHY behind the idea.

❖ Gain support of others (buy-in). Reach out and identify the change agents in the library. Team up!

❖ Keep lines of communication open. Yes, you will need to have meetings.

❖ Track and celebrate accomplishments as the change is happening, continue discussion

❖ Be flexible – it is ok to make adjustments

Quote:

"Trust between employees and Library Administration was improved when Library Administration remained open to employees' concerns and adjusted the process based on those concerns."

You as an Employee or Colleagues:

❖Determine what type of board you are?

❖Determine what type of waves you spend time with

❖Identify the opportunities—(Let go of the baggage)

❖Identify your value

❖Rebalance

❖Make a list

Everyone involved:

❖Recognize the role that you play

❖Emotions are involved on both sides

❖Communication is a two way street

❖ There are some individuals who will resist change every step of the way

❖ There needs to be opportunities for communication and feedback before, during, and after change

❖ While implementing change, if at all possible, be flexible, take suggestions, and make adjustments to plans to respond to employee comments

❖ Keep lines of communication open. A neutral party can help facilitate open communication

Quotes:

"The need to have frank conversations with people who are resistant to change is even more important in libraries where librarians by nature are often introverts and adverse to conflict."

"…employees were confusing 'being listened to" with 'being agreed with'." (In other words, employees believed that if administration did not agree with them, administration was not listening to them)

From: Catherine B. Soehner, *Change Management in Libraries: An Essential Competency for Leadership*

Take Away/Final thoughts:

Most people adapt to change and land in a better place.

Change is part of our job descriptions no matter where you work or what you were hired to do.

LibGuide on change - http://libguides.hsc.edu/vla2016change

Celebrate the victories!!

Maureen Sullivan

Thank you.

Questions?