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Change Management in Libraries and Technical Services

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Introduction to Leadership and Change Management

Janetta Waterhouse

June 2019

Topics

- Introduction
- Review change management
- Review leadership theories/schools
- Discuss leading change



My Leadership Journey



Change Management

Definition

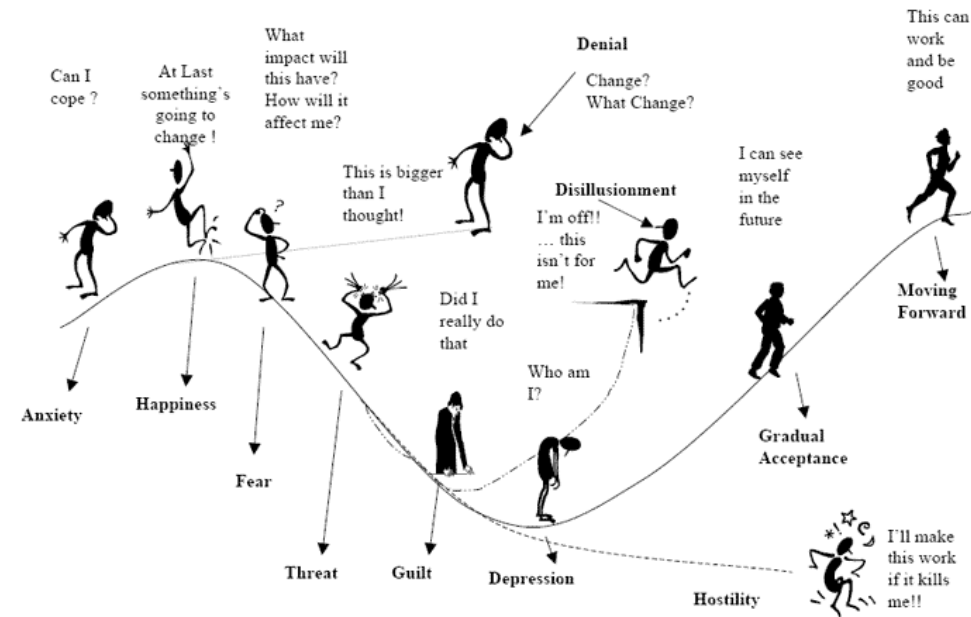
Change models

Dimensions

Variables of complex change

Change Management and the Change Curve Model

- An approach to transitioning individuals, teams, and organizations to a desired future state
 - “Globalization and constant innovation of technology result in a constantly evolving business environment”



Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

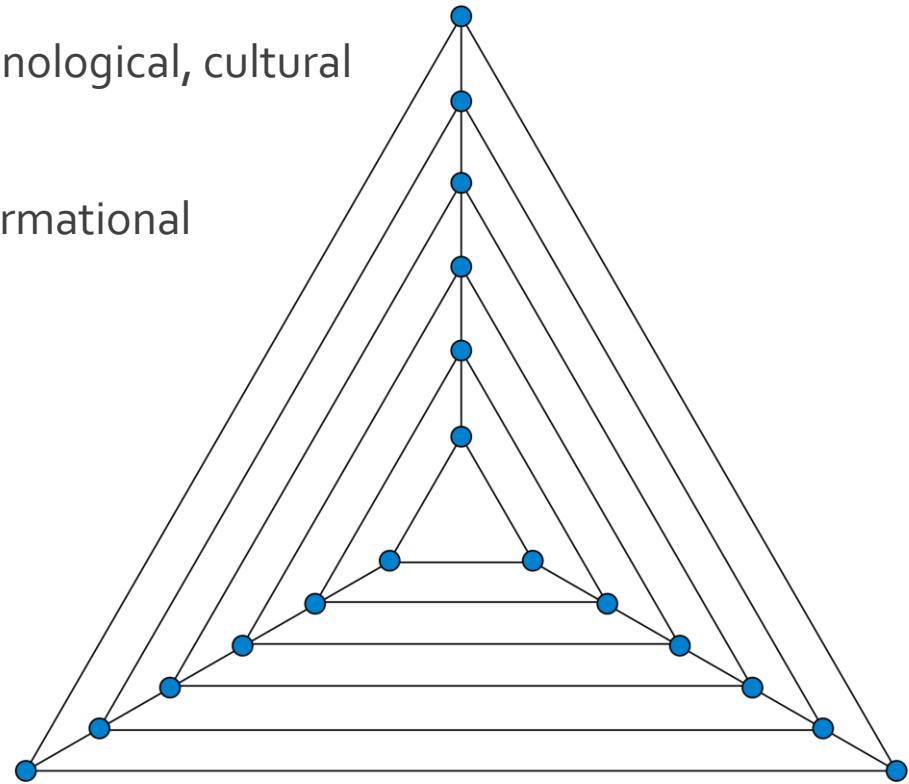
Lewin's Change Model

- **Three stages of change**
- Unfreeze – prepare the organization to accept necessary change; this is usually the most difficult and stressful part of the process
- Change – begin to resolve uncertainty and look for new ways to do things; Time and communication are the two keys to the changes occurring successfully
- Refreeze – afterward, when people have embraced the new ways of working, internalize changes; celebrate success of the change
 - https://www.mindtools.com/pages/article/newPPM_94.htm



Dimensions of Change

- Drivers
 - Internal, external
- Types
 - Organizational, technological, cultural
- Levels
 - Incremental, transformational



https://en.wikipedia.org/wiki/Nested_triangles_graph

First Order Change

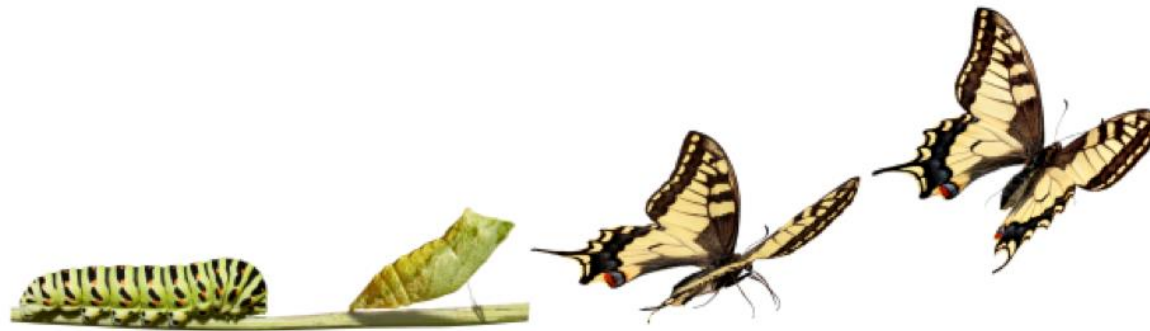
- Also known as incremental, continuous, developmental or procedural change
- Defined by adjustments in systems or processes to maintain and develop an organization or unit



<http://thesocialworkexam.com/tag/human-growth-and-development>

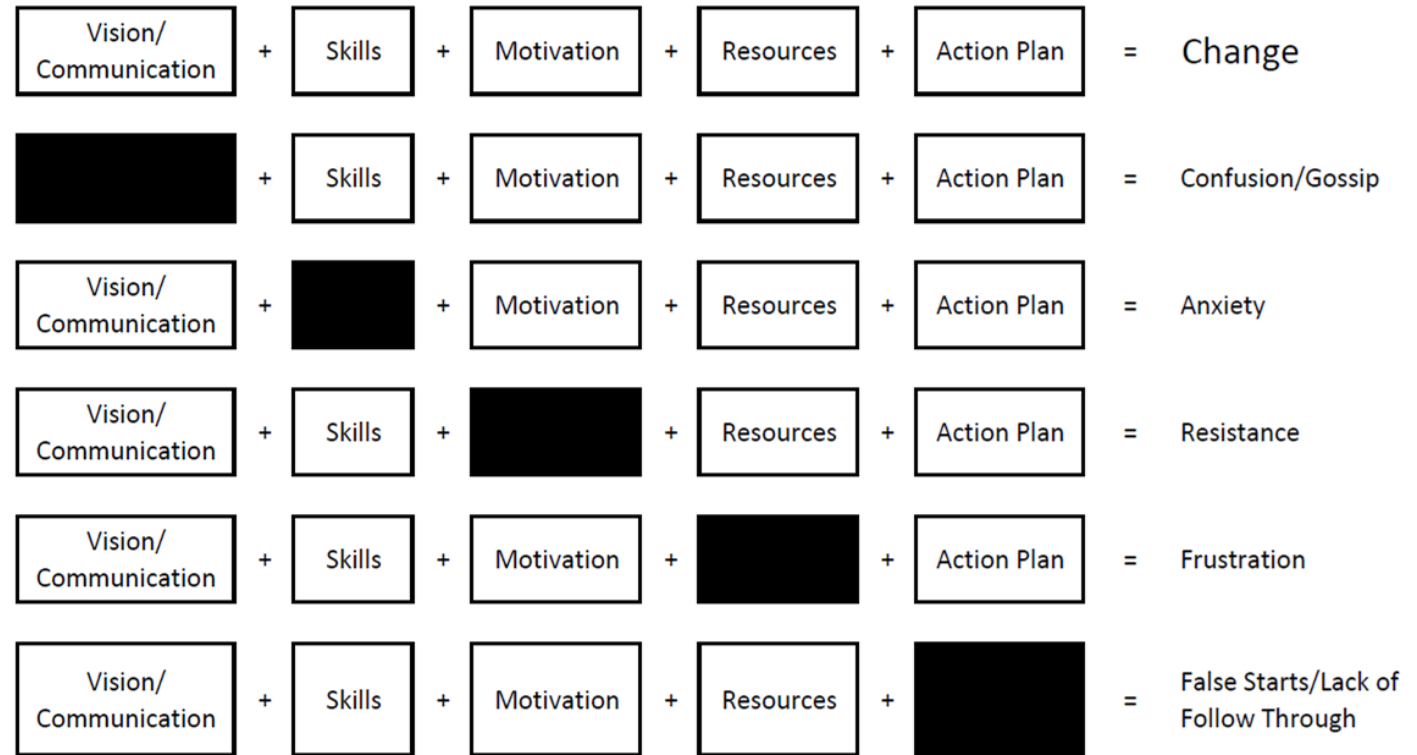
Second Order Change

- Also known as transformational change
- Defined by radical change that fundamentally and permanently alters the nature of the organization, unit, or person



<http://sites.psu.edu/myaple/2015/06/26/transformational-change-wf-ed-884-lesson-7/>

Variables of Complex Change



Adapted from Knoster, T., Villa R., & Thousand, J. (2000). A framework for thinking about systems change. In R. villa & J. Thousand (Eds.), Restructuring for caring and effective education: Piecing the puzzle together (pp. 93-128). Baltimore: Paul H. Brookes Publishing Co.



Leadership

Definition

Overview of theories

Overview of emotional intelligence

Overview of competencies

Leadership

- Defined: getting work done through other people; motivating others to accomplish work directed toward a goal
- According to Kotter: "...more change demands more leadership, which places managers in more complex webs of interaction"
- According to DuBrin: leadership can be expressed as a formula
$$L = f(l, gm, s)$$
where leadership is a function of the leader (l), group members (gm), and other situational variables (s)

Leadership Theories/ Schools

(from Muller and Turner)

- Trait – effective leaders are born, not made
- Behavior – effective leaders adopt certain styles or behaviors; leadership skills can be developed
 - Task-oriented – accomplishment of shared objectives
 - Relationship-oriented – increasing coordinated engagement of the team members (Behrendt, Matz, and Goritz)
- Contingency – what makes an effective leader depends on the situation
- Visionary/charismatic
 - Transformational – concern for relationships
 - Transactional – concern for process

Leadership Theories/ Schools

(from Muller and Turner)

- Emotional Intelligence
 - What differentiates leaders is their emotional response to situations
 - Emotional Intelligence has a greater impact on performance than intellect
- Competency-based
 - Effective leaders exhibit certain competencies, including traits, behaviors and styles
 - Different profiles of competence are better in different situations

Emotional Intelligence

- Term defined in 1960's by Beldoch, made popular in 1990's by Daniel Goleman
- Defined: the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s) (Wikipedia)
- Components:
 - Self Management – self-awareness, self-regulation, motivation
 - Relationship Management – empathy and social skill

Goleman's Leadership Styles

- Coercive
 - Authoritative
 - Affiliative
 - Democratic
 - Pacesetting
 - Coaching
- “The more styles a leader has mastered, the better. In particular, being able to switch among the authoritative, affiliative, democratic, and coaching styles as conditions dictate creates the best organizational climate and optimizes business performance”

Management and Leadership Competencies

Management (Yukl)

- Supervising
- Planning and organizing
- Decision making
- Monitoring indicators
- Controlling
- Representing
- Coordinating
- Consulting
- Administering

Leadership (Muller and Turner)

- **Emotional competencies**
 - Motivation
 - Conscientiousness
 - Sensitivity
 - Influence
 - Self-awareness
- **Managerial competencies**
 - Managing resources
 - Engaging communication
 - Developing
 - Empowering
 - Achieving
- **Intellectual competencies**
 - Strategic perspective
 - Vision and imagination
 - Critical analysis and judgement



Leading Change

Leadership considerations

Communicating change

Resistance to change

Attraction strategies

Kotter's Eight Step Process

- Create a sense of urgency
- Build a powerful guiding coalition
- Form a strategic vision and initiatives
- Enlist a volunteer army
- Enable action by removing barriers
- Generate short-term wins
- Sustain acceleration
- Institute change
 - From <https://www.kotterinc.com/8-steps-process-for-leading-change/>
 - See also *Leading Change: Why Transformation Efforts Fail* by John Kotter. Harvard Business Review, January 2007

Images of Change Leadership

(from Palmer, Dunford, and
Buchanan)

- Change manager as director – management choice, command and control
- Change manager as navigator – plan with care, but expect he unexpected
- Change manager as caretaker – accept the force of external context factors and adapt as necessary
- Change manager as coach – shape systemic capabilities – values, skills, drills –to respond effectively to change
- Change manager as interpreter – managing meaning through interpretations that explain and convey understanding to others
- Change manager as nurturer – develop resilience, encourage involvement, continuous learning, and self-organizing

Incremental Change

- The destination is known
- Steps to get there are known and can be determined in advance
- Improves or adapts rather than creates new



Transformational Change

- Exact destination is unknown
- Change strategy employed but change process emerges over time
- Alters leadership and culture in significant way



Formal Communication Channels

- Push – send information to people; email distribution lists
- Pull – provide a place for people to find information; wiki, staff intranet, online guide
- Interactive – in-person meetings, a chance for people to hear and interact



Don't underestimate the
importance of informal
communication

Communicating Change

(Palmer, Dunford, and
Buchanon)

- Convince top management that communication is important
- Build alliances across the organization
- Recognize that no one method will be effective, mix methods and use all available channels
- Target communication to the audience and message
- Respect diversity and vary approaches
- Ensure consistent messaging, over time and between audiences
- Keep messages clear and simple
- Train managers in communication skills
- Ensure the people can give feedback without discomfort
- Build communication into the planning
- Review communication in order to make improvements

Resistance to Change

(from Palmer, Dunford, and Buchanan)

- Innate dislike of change
- Low tolerance of uncertainty
- “This is not in my interests”
- Attachment to organization culture and identity
- Perceived breach of psychological contract
- Lack of conviction that change is necessary
- Lack of clarity as to what is expected

Resistance to Change

(from Palmer, Dunford, and Buchanan)

- Belief that the proposed changes are inappropriate
- Perception that the timing is wrong
- Too much change
- Cumulative effects of other life changes
- Perceived ethical conflict
- Legacy of past changes
- Disagreement with how change is managed

Attraction Strategies

(from Palmer, Dunford, and
Buchanan)

- Allow room for participation in the planning of the change
- Leave choices within the overall decision to change
- Provide a clear picture of the change, a “vision” with details about the new state
- Share information about change plans to the fullest extent possible
- Divide a big change into manageable and familiar steps; let people take a small step first
- Minimize surprises; give people advance warning about new requirements
- Allow for digestion of change requests- a chance to become accustomed to the idea of change before making a commitment

Attraction Strategies

(from Palmer, Dunford, and Buchanan)

- Repeatedly demonstrate your own commitment to the change
- Make standards and requirements clear – tell exactly what is expected of people in the change
- Offer positive reinforcement for competence; let people know they can do it
- Look for and reward pioneers, innovators and early success to serve as models
- Help people find or feel compensated for the extra time and energy change requires
- Avoid creating obvious “losers” from the change; if there are some, be honest with them early on
- Allow expressions of nostalgia and grief for the past, then create excitement about the future

Be a Change Leader

- Work on your emotional intelligence
- Understand your leadership style
- Develop your leadership behaviors, competencies & know when to use different competencies
- Make your own peace with change
- Be here now
- Identify change resistance or variables in others
- Have positive change narratives
- Recognize even the smallest change
- Communicate appropriately for the individual or issue



Remember

It's not just about the process

It's also about the people





Questions?

Resources

- John P. Kotter on What Leaders Really Do by John Kotter
- Leadership: Research Findings, Practice, and Skills by DuBrin, Andrew
- Leadership in Organizations by Gary Yukl
- Managing Organizational Change by Palmer, Dunford and Buchanan
- *Matching the Project Manager's Leadership Style to Project Type* by Muller and Turner
- *What Makes a Leader?* By Daniel Goleman
- *Leadership That Gets Results* by Daniel Goleman

Thank you!

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