Organizational Change @ WSULS
Nancy Beals
About Me

• MLIS from WSU LISP in 2005
• Electronic Resources Librarian 2006-
• Librarian II with ESS
• “Promoted” to Coordinator for Acquisitions & Electronic Resources Aug 2011
Agenda

- Change Management
- WSULS History
- Change @ WSULS
- Change in Acquisitions Dept.
Change Management in Organizations

• Change is constant
• Factors of success:
  – Managerial leadership and vision
  – Customer service
  – Skilled and motivated employees

Lakos, Phipps
Dealing with Change

- Transition is really the issue
  - Ending, Neutral, Beginning
- Unpredictable journey
  - “sell” the problem
  - Customize it to the audience

- Some people don’t ever transition at all
- The hiatus can be creative
- Avoid G.R.A.S.S.
- Vision
- Communication!!
Understanding Change

<table>
<thead>
<tr>
<th>Vision</th>
<th>Trust</th>
<th>Skills</th>
<th>Resources</th>
<th>Payoff</th>
<th>Action Plan</th>
<th>Shared Beliefs &amp; Values</th>
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Understanding Change

- **Vision**
- **Trust**
- **Skills**
- **Resources**
- **Payoff**
- **Action Plan**
- **Shared Beliefs & Values**

The table shows the components and their relationships to achieve change.

- **Vision**
- **Trust**
- **Skills**
- **Resources**
- **Payoff**
- **Action Plan**
- **Shared Beliefs & Values**

The table illustrates how various factors interact to lead to change in a system.
Making Change Happen

• Find the Right People
  – With strong position power, broad expertise, and high credibility
  – With leadership and management skills

• Create Trust
  – Through planned events
  – With lots of talk and activities

• Develop a Common Goal
  – Sensible
  – Appealing

Leading Change, Kotter, John
About WSULS

- FTE 23,873
- Five libraries including a Medical and Law library plus the Reuther Archive
- $9.5 million materials budget (FY13)
- 250 staff in libraries
- Major Library Re-Org in summer 2011 ($1M)
- Re-Org Ongoing!
ReOrg v1
ReOrg #1 Plan

- Wider involvement of staff – decision making and strategic awareness
- Staffing structures are flatter
- Teamwork and project management are more effective
- More accountability
- Effective Communication
- Leadership development programs
## Project Management Example

<table>
<thead>
<tr>
<th>Title</th>
<th>Start Date</th>
<th>End Date</th>
<th>Resource</th>
<th>Lead Team</th>
<th>Priority</th>
<th>Status</th>
<th>Slack Date</th>
<th>Notes</th>
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<tbody>
<tr>
<td>VoIP Phones Post to Internet</td>
<td>10/2/2012</td>
<td>10/2/2013</td>
<td>R. Beals</td>
<td>R. Beals</td>
<td>Acq</td>
<td>High</td>
<td>On Track</td>
<td>10/30/2012 - Title is an ongoing needs project</td>
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<tr>
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<td>3/1/2013</td>
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<td>Acq</td>
<td>Medium</td>
<td>On Track</td>
<td>10/26/2012 - Slidely and Social Cheddin - review activity</td>
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<td>3/1/2013</td>
<td>R. Beals</td>
<td>P. Beavers</td>
<td>Acq</td>
<td>Medium</td>
<td>On Track</td>
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<td>R. Beals</td>
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<td>8/1/2013</td>
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<td>R. Beals</td>
<td>Acq</td>
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<td>Medium</td>
<td>3/1/2013 - This is an ongoing needs project</td>
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<td>ERM Wes - data propagation</td>
<td>2/1/2013</td>
<td>12/30/2013</td>
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<td>R. Beals</td>
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<td>10/26/2012 - Slidely and Social Cheddin - review activity</td>
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<td>Cross Over w/ Call Dev</td>
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**Wayne State University Library System**
Culture of Assessment

- Shared Learning
- Systems that enable successful assessment of services for positive patron experiences
- Customer focus
- Measure results
- Repeat
Reorg #2 Plan

- Create a clear goal at the outset
- Document and share the detailed methodology (communication)
- Keep staff informed and invite input
- Incorporate transition planning
- Move!
Organizational Culture

- Culture Matters
- WSULS Shift
- Programs
- Foster:
  - Improvement
  - Inquiry
  - Responsibility
  - Quality
A New Organization?

- Maybe?
- No more divisions
  - Operations and Planning
  - Learning & Research Support
- Team based bicameral system
- Communications Plan
- Improved Peer Support & Development
  - McGraw-Hill, Management: Self Assessment

http://www.haygroup.com
Eight Stages in Creating Major Change

- **Establishing a Sense of Urgency**
  - Examine Realities
  - Identify crises and opportunities

- **Creating the Guiding Coalition**
  - Have a group with enough power to lead the change
  - Get the group to work like a team

- **Developing a Vision & a Strategy**
  - Create a vision to direct the change
  - Develop strategies for achieving the vision

- **Communicating the Change Vision**
  - Constantly communicate the new vision and strategies
  - Have guiding coalition role model expected employee behavior

- **Empowering Broad-Based Action**
  - Get rid of obstacles
  - Change systems or structures that undermine the change vision
  - Encourage risk taking and non-traditional ideas

- **Generating Short-Term Wins**
  - Plan for visible performance improvements
  - Create wins
  - Reward those who make wins possible

- **Consolidating Gains & Producing More Change**
  - Use increased credibility to change what doesn’t fit
  - Hiring, developing & promoting people who can implement the change vision

- **Anchoring New Approaches in the Culture**
  - Create better performance through better leadership and more effective management
  - Articulate connections between new behaviors and organizational success
  - Develop a means to ensure leadership development and succession

Kotter
My Department

• Acquisitions
  – Problem: combination of reorg, loss of staff and need to increase skill set
  – Staff Development
  – Tools
  – Job Inventory – Task List
## Example of Job Inventory

### APPENDIX B

#### Job Inventory

**Instructions**

**PART 1: TASK LIST**
- List your major tasks/responsibilities in order by the amount (percentage) of time spent. Group all team participation into one task.
- Supply the percentage of time devoted to each task/responsibility.
- Use the wording from your latest performance appraisal (PA) form for your tasks/responsibilities, updating as needed. If you do not currently have a PA, please discuss the creation of a form with your supervisor. If you list service on the PA, track as one of your tasks, describe how you spend your time when there is no workload client activity.
- Incorporate administrative activities (telephone calls, emails) into the time percentage for the task.
- If you devote 5% or more of your time to professional activities, please list this in a separate task.
- Please limit yourself to 6 major tasks/responsibilities.

**PART 2: THREE MOST IMPORTANT ACTIVITIES** *(To be reviewed by OETF only)*

List the three most important activities you perform.

**PART 3: HOW TO MAKE BETTER USE OF TIME?** *(To be reviewed by OETF only)*

Describe how the library could make use of your time.

**PART 4: TEAM/TASK FORCE MEMBERSHIPS**

List all your current team and task force memberships.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
<th>Job Title:</th>
<th>Department:</th>
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</thead>
</table>

**Part 1: Task List**

<table>
<thead>
<tr>
<th>Task</th>
<th>Time</th>
<th>%</th>
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<tbody>
<tr>
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</table>

**Part 2: Three Most Important Activities** *(To be reviewed by OETF only)*

**Part 3: How to Make Better Use of Time?** *(To be reviewed by OETF only)*

**Part 4: Team/Task Force Memberships**
## Summary

**Leadership**
- Vision/Trust
- Communication
- Staff
  - Increase skills
  - More involvement

**Project Management**
- Leadership Development
- Changing Librarians Jobs
  - Professional Development Librarian
  - Usability Librarian
Questions?

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Resources