

# Organizational Change Strategy for Success

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M. Sue Baughman  
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**Change is.**

Anonymous

# The Need to Change

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## Factors Impacting Libraries

- Financial
- Technological
- Political/Environmental
- Social
- Cultural

# Organizational Change

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Planned alteration of components in the organization to improve the effectiveness of the organization.

*Toolkit for Organizational Change, p2.*

# Types of Change

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## Incremental / Continuous

- Tuning
- Adapting

## Discontinuous / Radical

- Redirecting or Reorienting
- Overhauling or Re-creating

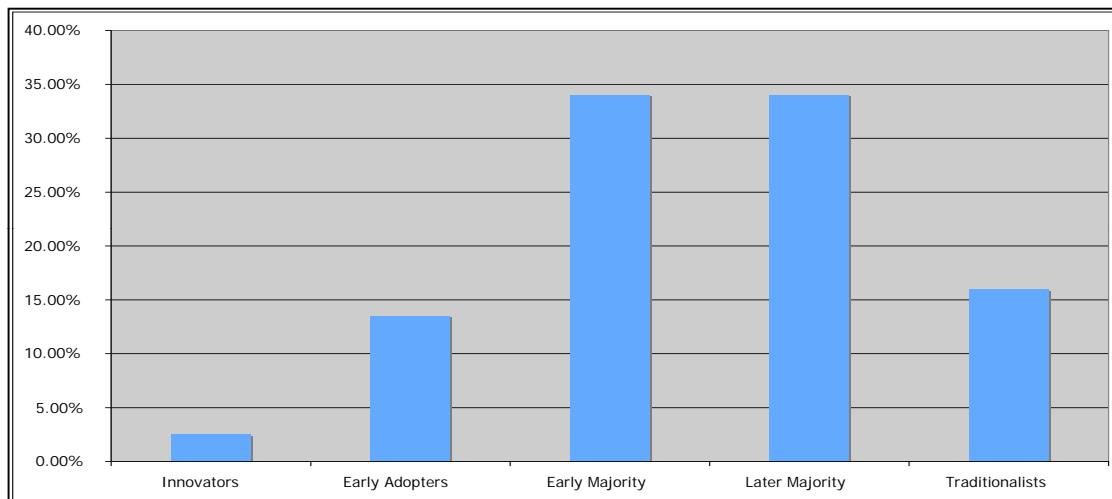
# Model for Change

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Unfreeze → Change → Refreeze

Kurt Lewin

# Readiness for Change



*Diffusion of Innovations, Everett M. Rogers*

# Perceptions of Change

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## Self-assessment



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People don't resist change;  
People resist being  
changed.

# Resistance to Change

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- Loss of something of value
- Lack of trust
- Misunderstanding of proposed changes
- Different assessments of the consequences of change
- Low tolerance for change

# Strategy for Change

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- Initiating

Vision / Goals

- Planning
- Implementing
- Evaluating

# Managing Change

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- Keep people involved in decision-making
- Keep people informed - when, why, how
- Acknowledge mistakes
- Allow for two-way communication
- Celebrate successes

# Organizational Success

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- Describe a time when your organization went through a change that you consider successful.
- What happened that contributed to this successful change?
- How did you contribute to the success of the change process?
- What lessons can you take away from this success?

## Change....

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- Going to happen
- Possible with planning
- Can result in a more effective organization

# Tools

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Musselwhite, W. Christopher, and Robyn P. Ingram. Change Style Indicator. Discovery Learning Press, 2000.  
([www.discoverylearning.com](http://www.discoverylearning.com))

Moseley, James L., and Douglas J. Swiatkowski. "The Organizational Readiness Inventory (ORI): Diagnosing Your Organization's Ability to Adapt to the Future." in *The 2000 Annual Volume, 2, Consulting*. San Francisco, CA: Jossey-Bass/Pfeiffer, 2000. Pages 117-136

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Cawsey, Tupper. *Toolkit for Organizational Change*. Sage Publications, 2007.

Rogers, Everett M. *Diffusion of Innovations*. 4th Ed. New York: Free Press, 1995.



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