

Organizational Change Strategy for Success

M. Sue Baughman
October 10, 2008

Change is.

Anonymous

The Need to Change

Factors Impacting Libraries

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

Organizational Change

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

Toolkit for Organizational Change, p2.

Types of Change

Incremental / Continuous

- Tuning
- Adapting

Discontinuous / Radical

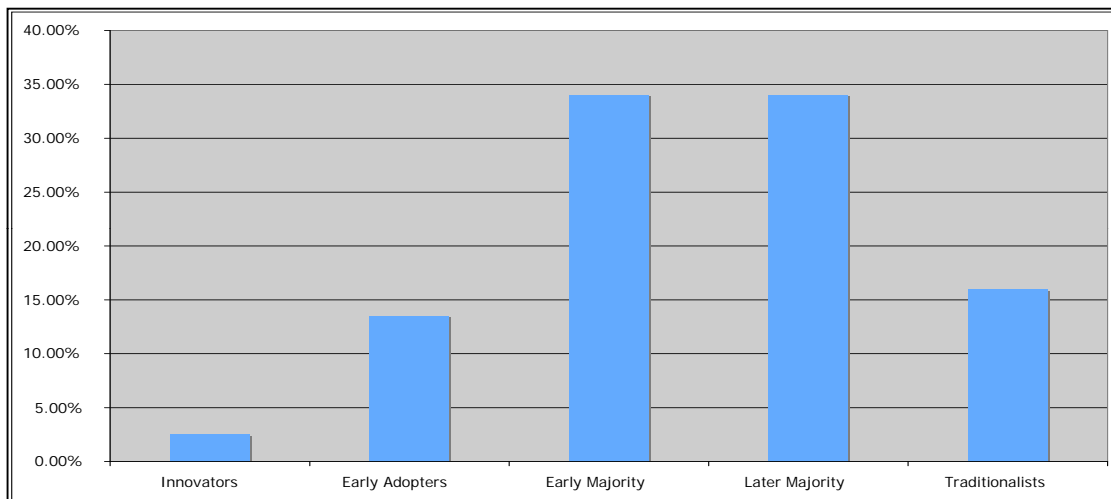
- Redirecting or Reorienting
- Overhauling or Re-creating

Model for Change

Unfreeze → Change → Refreeze

Kurt Lewin

Readiness for Change



Diffusion of Innovations, Everett M. Rogers

Perceptions of Change

Self-assessment

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

Resistance to Change

- 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

- Initiating

Vision / Goals

- Planning
- Implementing
- Evaluating

Managing Change

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

Organizational Success

- 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....

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

Tools

Musselwhite, W. Christopher, and Robyn P. Ingram. Change Style Indicator. Discovery Learning Press, 2000.
(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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