

Change Management: is it working?

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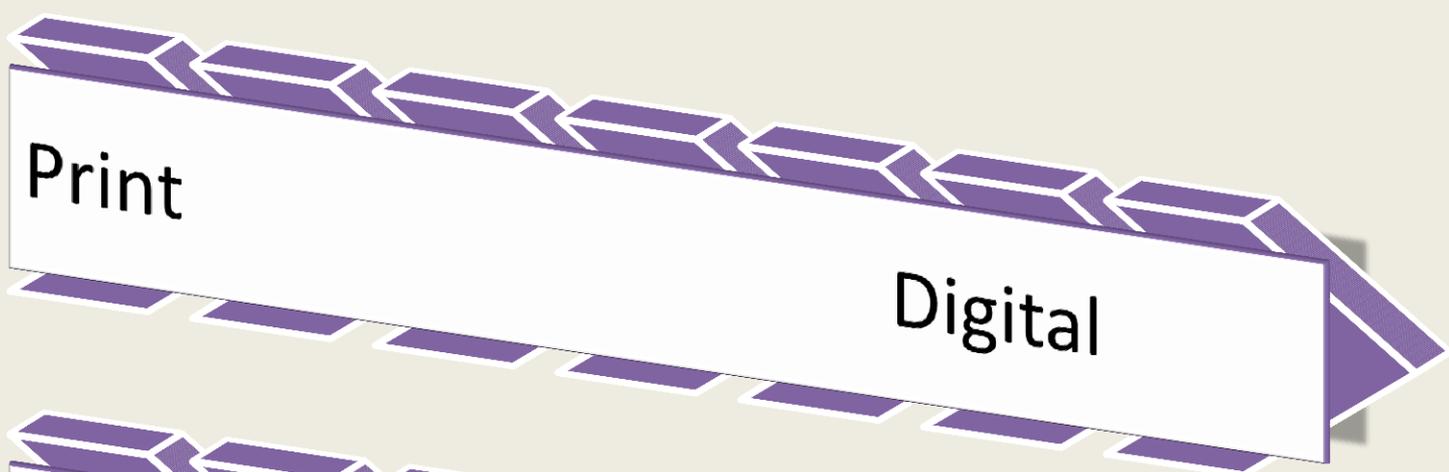
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A Perfect Storm at CUHK Library

- Tipping point in move to digital collections reached
- '3+3+4' and an increase in student numbers
- A new, broader curriculum particularly in the first year
- Changing pedagogy
- External management Efficiency review
- Major build programme
 - Learning & Research Commons
- A new University Librarian





What is to change?

- **Targets.** Attitudes, beliefs, behaviours, interaction patterns?
- **Scope.** Individual, group, organisation, inter-organizational?
- **Scale.** Incremental or transformative?
- **Tempo.** Episodic or continuous? Punctuated equilibrium.
- **Stakeholders.** Strategist, implementer, change recipient, external change agents.
- **Collaborative or Coercive?**



Change Process

Standard approach 4 basic conditions

a. Compelling story.

- Let people write their own story. + and -

b. Role modelling.

- Do you see yourself as part of the problem? How influential are change leaders anyway?

c. Reinforcement systems

- Money or small unexpected rewards? Fairness.

d. Skills required for change

- Employees are what they think? Skill building program need 'field and forum' approach

Before and After



Questions

- What choice of strategy for managing organizational change best suits your library?
- What might a successful change management process look like for your library, and
- *“Be the change that you wish to see in the world.”* (Mahatma Gandhi). Are you?

References

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