

10 RULES TO SUCCESSFULLY MANAGE CHANGE

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**DON'T “CONFUSE THE
STRENGTH OF YOUR DESIRE
FOR CHANGE WITH THE
PROBABILITY OF SUCCESS.”**

Conner, D. (1992). *Managing at the Speed of Change*. New York: Vilard, p. 123.



1. MAKE (SOMEONE OR SOMETHING) DIFFERENT; ALTER OR MODIFY.

2. REPLACE (SOMETHING) WITH SOMETHING ELSE, ESPECIALLY SOMETHING OF THE SAME KIND THAT IS NEWER OR BETTER; SUBSTITUTE ONE THING FOR (ANOTHER).

FROM OXFORD LANGUAGES



IT IS HOW WE PREPARE,
SUPPORT AND HELP
INDIVIDUALS, TEAMS AND THE
ORGANIZATION THROUGH
CHANGE.

What is change management?

RULE #1:
MAKE THE BUSINESS
CASE FOR THE CHANGE

Why We Are Making The Change


1. Why are we making this change?
2. How does this align with our organization's mission and strategic goals?
3. How will this change make things better for the organization?

Why We Are Making The Change



4. How will “I” be impacted?
5. How will this make it better for “me”?

**RULE #2:
MAKE SURE EVERYONE
KNOWS WHAT ROLE
THEY PLAY**

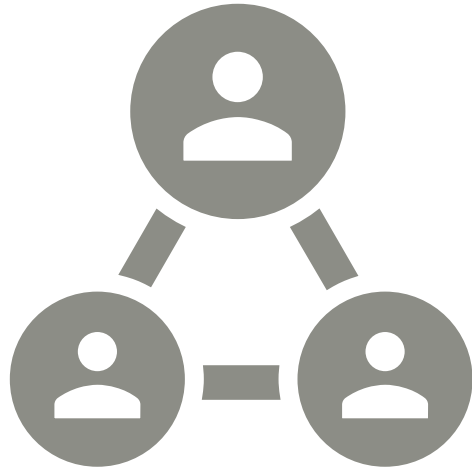


WHILE EVERYONE HAS A ROLE TO PLAY,
THEY DON'T ALL GET A SEAT AT THE
TABLE.

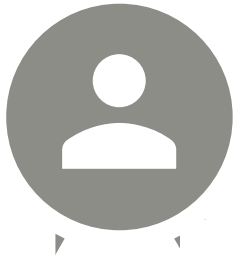


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Implementation Team

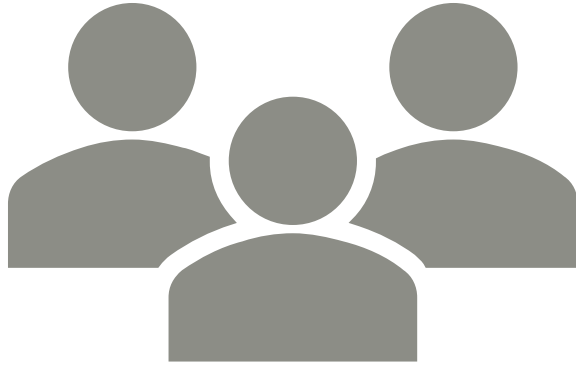


- Accountable for successfully achieving the organizational goal of implementing the change.
- Identify and work with the individuals and/or teams needed to make the change.
- Assess, identify and mitigate risks, obstacles, and concerns that can impede successful implementation.
- Work with key stakeholders to craft messages as part of an ongoing communication plan.
- Help identify training, knowledge, policies, skills, and resources needed to close the gaps.



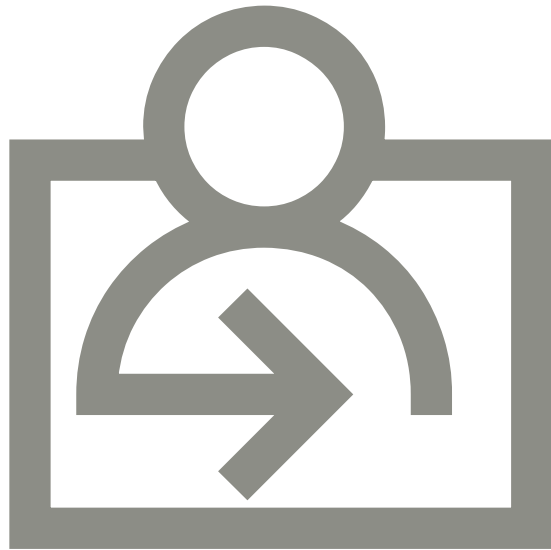
Senior Leadership

- Actively advocate for the change.
- Champion the project across the organization.
- Actively participate.
- Ensure the teams they lead are on board and understand how the change affects and benefits them.
- Make resources available.
- Regularly communicate about the change.



Supervisors, Managers and Team Leads

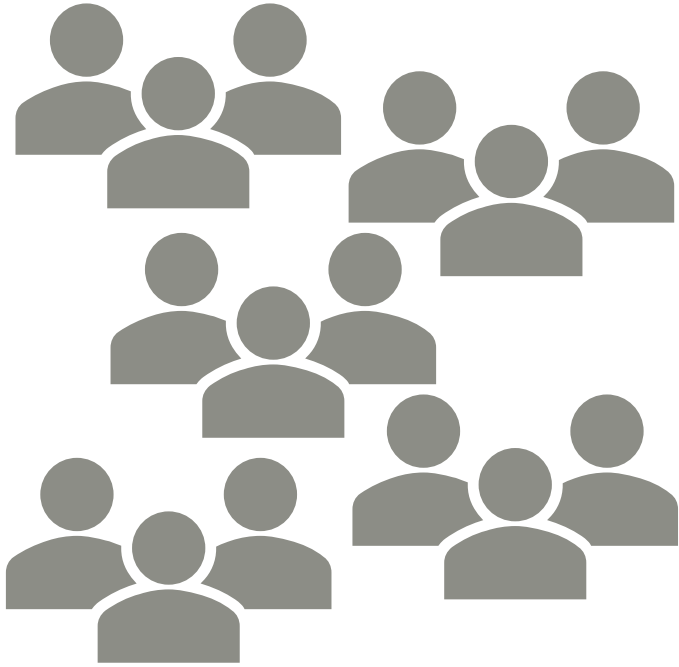
- Ensure their team is on board, engaged, and understands how the change affects and benefits them.
- Make resources available that are needed to make the change.
- Regularly discuss the change with their staff and answer questions related to it.
- Be open to ideas and suggestions on improving processes and procedures to save staff time and/or improve patron services.
- Escalate issues with the implementation team if necessary.
- Work with their team to evaluate and update workflows and policies that work with the new system.



Change Agents

- People within the organization.
- Make change happen by inspiring and influencing others.
- People you turn to when you want to transform how the organization operates.
- They openly help promote, champion, enable and support change.
- They actively work behind the scene to make the change happen.
- Their support can be used to inspire and influence others to come on board and support the change.

Stakeholders



- People who are changing.
- Process focuses on the individuals and groups who are impacted by the change.
- Need clear guidance on their role during the change.
- Because they are not guiding or leading the change, they have a need to be heard.
- Want to be included in the process and have ideas to share.

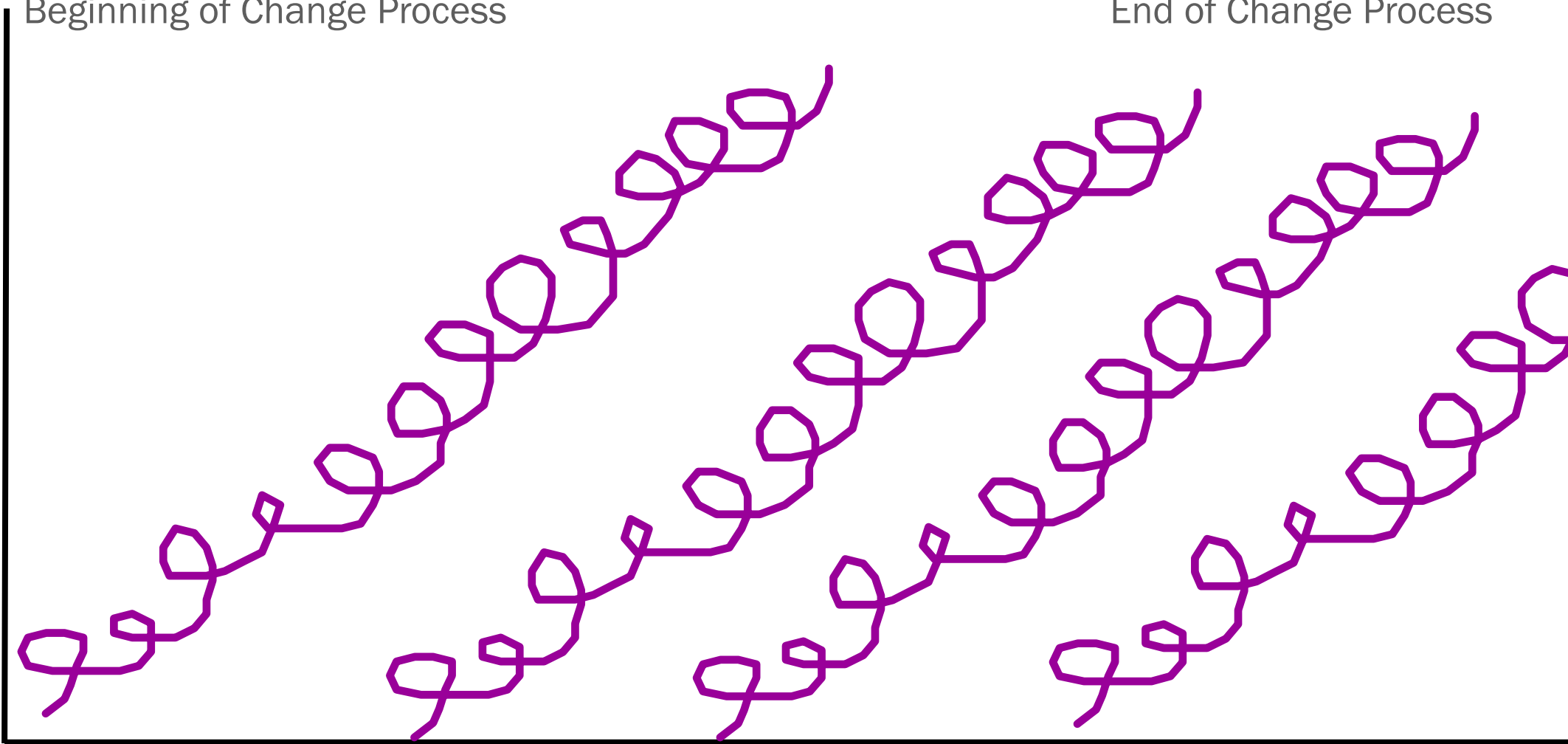
RULE #3:
WE ARE ALL PROCESSING
THE CHANGE AT
DIFFERENT TIMES

Hirsch Timing and Position Chart

Beginning of Change Process

End of Change Process

- Enthusiasm
- Energy
- Hope
- Impatience
- Acceptance
- Skepticism
- Creativity
- Avoidance
- Approach
- Stress
- Confusion
- Frustration
- Anger
- Fear
- Shock
- Anxiety
- Denial



Senior Leadership

Implementation Team

Managers

Staff

TIME

P
H
A
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**RULE #4:
COMMUNICATION
IS KEY**



REGULAR
COMMUNICATION



GO BEYOND EMAIL



LISTEN AND FOLLOW-UP




BE TRUSTWORTHY

**RULE #5:
NEVER LET A GOOD
CHANGE GO TO WASTE**



WHEN EVERYTHING IS GOING SMOOTHLY,
IT'S OFTEN HARD TO CHANGE THINGS.

Bridges, William and Susan Bridges. (2016) *Managing
Transitions: Making the Most of Change.*



What workflows need to be redesigned?

What new policies or procedures should you explore and implement?

What existing policies need to be reinforced?

What should you stop doing?

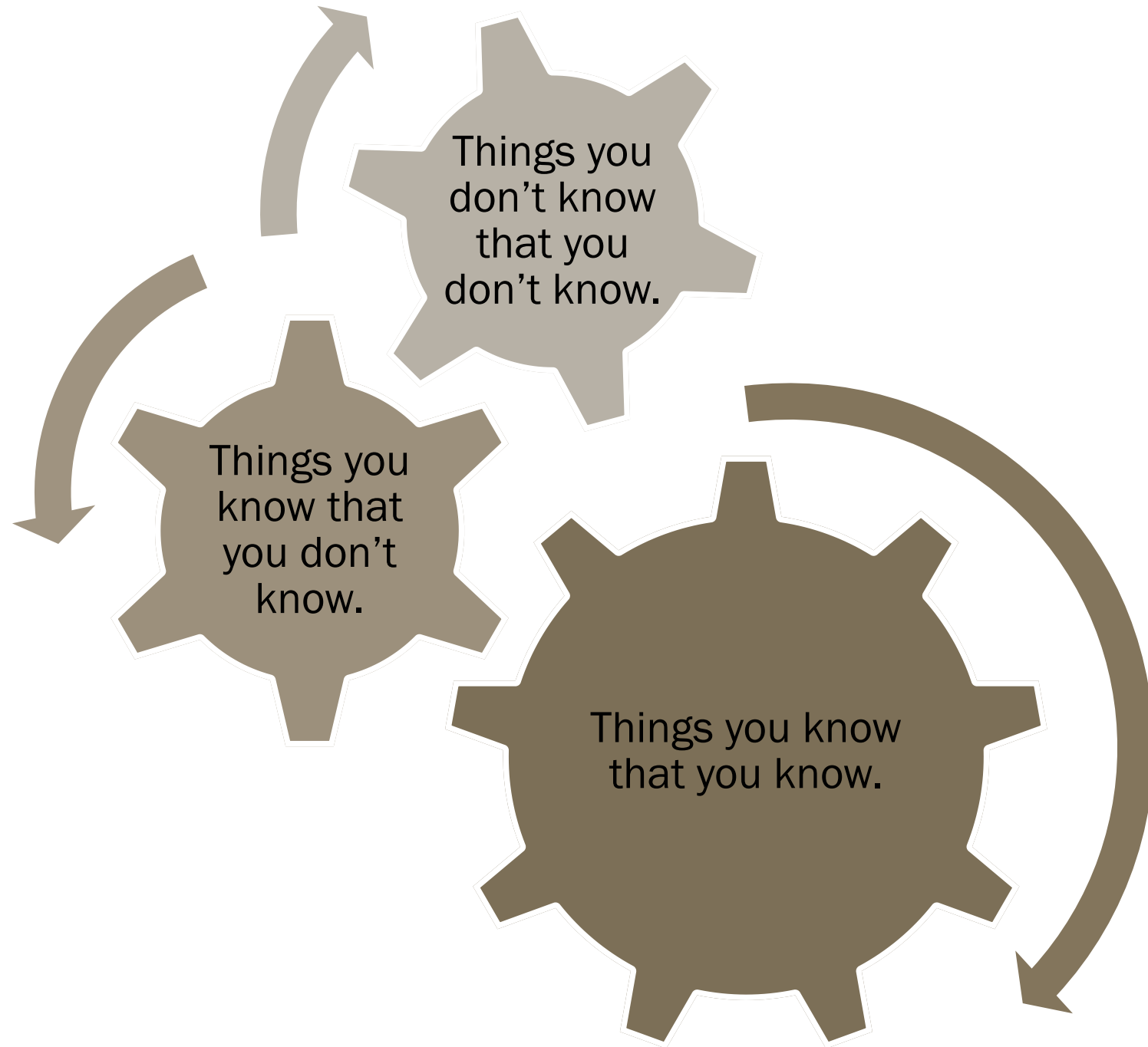
Changes to Consider

**RULE #6:
BE FLEXIBLE AND
EMBRACE AMBIGUITY**

What people think the change process should look like.



What the change process really looks like.



**RULE #7:
RECOGNIZE WHAT IS
BEING LOST**



Let It Go

1. Know that your work had/has value.
2. Your work contributed to moving the library's vision forward.
3. Your expertise and experience still have value for the library.

**RULE #8:
CHANGE TAKES A LOT
LONGER THAN YOU THINK**

The Dip



**RULE 9:
IDENTIFY SUCCESS IN
TANGIBLE AND
MEASURABLE WAYS**



**CELEBRATE BOTH SMALL
AND BIG WINS**

**RULE #10:
REFLECT**



- What did we do well?
- What would we change if we did this again?
- What areas can be improved upon?
- What did we learn about the organization, the people we work with, and the community we serve?
- How can we use these insights on other projects?
- What are the next steps?

10 Rules to Successfully Manage Change

1. Make the business case for change
2. Make sure everyone knows what role they play
3. We are all processing the change at different times
4. Communication is key
5. Never let a good change go to waste
6. Be flexible and embrace ambiguity
7. Recognize what is being lost
8. Navigating change takes a lot longer than you think
9. Identify success in tangible and measurable ways
10. Reflect

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and Susan Bridges

QUESTIONS

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