Slide One:

Slide Two: In 2011 things turned upside down for various reasons:

* New University Librarian arrived in July – when our previous director was hired in 2000 the libraries were very involved with the process, but this time around the search committee was chaired by the Provost and included teaching/research faculty and only one librarian so we had no idea what to expect with our new leader – what kind of leader would he/she be? What would he/she expect of us? Would he/she come in and want to change everything? The Provost changed the role from Library Director to University Librarian.
* Just before our new UL arrived we learned the University wanted new strategic plans from all campus departments – our last strategic plan had been created in 2002 and there did not appear to be much of a campus priority to update those plans until early 2011. So while we were getting to know our new leader we were also getting ready to pursue an aggressive strategic planning process.
* One month after the UL arrived she learned that the University would offer an incentive to retire to those meeting certain requirements. In order to accept the incentive individuals needed to retire between December 2011 and March 2012. Ultimately the libraries would lose 24 staff and 2 librarians during that 4 month timeframe.
* Four months after the UL arrived she learned that all campus departments would be asked to undergo an Organizational Analysis and Design (OAD) process (aka reorganization).

Slide Three: For some all of this appeared to be overwhelming, requiring changes we were ill-equipped to make because “that’s the way we’ve always done things” was a recurring refrain which meant that it would include a daunting, never-ending process that would take forever without really resulting in anything, especially real change

Slide Four: But for others, this sounded like music to our ears! We were ready to go and couldn’t wait to get started. This is where you start to identify your change champions, because while everyone else is worried, or “what iffing” or outraged, change champions are excited by the possibilities of what could happen.

Slide Five: Keep Calm

Slide Six: Vision

so with all of these little things adding up to one big change initiative, what did we do next? In the fall of 2011 while we were saying good-bye to some of our colleagues we began the strategic planning process. As part of that process our new UL used three guiding principles to communicate her vision for the Hesburgh Libraries: a) customer service, b) make changes that improve customer service; c) results matter; and three areas of focus: a) services and expertise, b) knowledge resources, c) library spaces. That vision hasn’t changed and 3 years later everyone knows what our guiding principles are. If you have a major change initiative, creating and communicating a clear vision should be step number one.

Slide Seven: Establish a sense of urgency

In terms of getting people on board with a change initiative it is helpful to have a “burning platform” or some other sense of urgency about the change. For us this meant it was a little bit easier to say “the university is asking us to do this” which meant that Diane did not have to come in and say “okay people things needs to change around here” which could have made her a target for blame. Instead we were careful to frame the scope of the initiative around the university request.

Slide Eight: Guiding Principles

* There will be no layoffs due to the OAD
* Performance issues will be addressed during the OAD process
* Many position responsibilities, roles and places in the structure will change (we will strive for 4-8 direct reports)
* As positions change, we will provide necessary training
* There will be no salary reductions, or promise of raises
* Critical needs related to the strategic plan or operational continuity will be filled, but we will try to hold things open where we can to allow for internal movement
* We will eliminate 1-1 reporting relationships
* Newly created leadership positions will be filled with a call for expressions of interest and an interview process

Slide Nine: Create a guiding coalition

The official reorganization began in January 2012 with the creation of the Design Team comprised of (read slide) and this is our first unique addition that served our initiative well. My role during the reorganization was what we ended up calling “player’s coach” – I was not a member of the team who would attend the team meetings; instead I was enlisted to help keep the team on track with communication, and more importantly I gathered feedback from within the Library and met weekly with the University Librarian to share with her the “pulse” of things…..for example throughout the design team’s work they conducted weekly “listening sessions” where they would invite anyone to share information for the design team to consider. As the process went on these sessions would include updates from the team whenever they made a decision about the new organizational structure. If anyone did not want to share something publicly, or they wanted to question a decision they could opt to talk with me one-on-one and I would share that information directly with the UL while keeping confidentiality of the speaker.

Slide Ten: Develop a vision and strategy specific to the change

We knew we were not trying to create a structure that would hold fast for the next 20 years because we wanted the ability to be flexible in order to respond to changes in libraries that are inevitable. Because change is inevitable we wanted to gauge how our organization was feeling about managing change. So as the Design Team was working on the proposed design criteria in February we added a “human component” to the process and asked our HR partner to create a learning opportunity for all of our employees on change. We called it our library metamorphosis and it shared at a high level the components of change. The most [important] piece of the training for me/us was the self-identification on the change spectrum.

Champions 20%

Helpers 60%

Resistors 20%

Once we had an idea of wh

Slide 11: Timeline

Slide 12: Overall design

Match library goals to ND strategic plan goals

Slide 13: Goals

Slide 14: Input

Slide 15: what we heard

Slide 16: talent survey

Slide 17: first design high-level

The first piece of our new structure that was unveiled in April was that instead of having (4) divisions we would have (2)

Slide 18: Support developing needs

Slide 19: Recommend space to facilitate intellectual collaboration

Slide 21: Demonstrate how the libraries contribute to university goals in a way that is clear

In previous ImproveND survey’s we usually come in about 5th or 6th, this year was the first time we scored this highly in all areas with the exception of space which actually elevated our

Slide 22: final level design

Empower leaders to initiate change and make decisions

Slide 23: Assessment

Slide 24: assessment

Slide 25: Don’t be afraid to challenge the naysayers

They are most likely your resistors, who don’t like change, don’t want to change, and will try and find any reason to encourage “going back to the way we used to do things”, etc. Don’t be afraid to hear the negative comments – they let you know who you need to talk to and help work through the change.

Slide 26 : keep repeating message

We keep sharing the “change” message because we will need to continue to tweak, be flexible to meet changes in libraries, the profession, the University, etc.

Slide 27: Recognize change champions

Let’s be honest – you probably find us very annoying!!

* We usually do not like details
* We have high energy (aka “chipper”, “perky”, etc.)
* Optimistic/hopeful
* Rose-colored glasses
* Full of ideas
* Tend to be “big picture” thinkers rather than task-oriented
* They may just tell you – I include “change champion” in my bio, tell people often
* Change Style Indicator test

However, we could also be close to checking out, or otherwise disengaged if we are in a culture that discourages creativity or innovation, or includes a lot of “that’s the way we’ve always done things”.

Slide 28: without our reorganization…

Slide 29: resources

Slide 30: thank you