The Human Side of Facilitating Organizational Change
LLAMA Leadership Development Seminar
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CHANGE MANAGEMENT CONCEPT

Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved.

Definition by Mind Tools
mindtools.com/change-management
WHAT’S THE CHANGE?

Be clear, open and transparent about what is changing

- Communication
- Context
- Commitment
WHY ARE WE CHANGING?

- What’s the compelling reason for the change – is it clear to everyone? Do the compelling reasons align with the organizational strategy?
- What are the outcomes – goals for the change
HOW WILL IT EFFECT ME AND MY FRIENDS?

- What will actually change
  - People
  - Processes
  - Positions
  - Priorities
- How long before I know anything?
- How will you communicate things to me?
- How often will you communicate?
- Who can I talk to if I have questions? If I just don’t like change?
- Change champions tend to be the first to say “let’s do it, I’m ready”
- Stakeholders that lead/encourage change
- Won’t need a lot of hand-holding
- Will be able to help
- Aren’t necessarily leaders, but are probably influencers in some way

Change = endless possibilities

**Champions**

Volunteer or are selected to facilitate change

20%
- Helpers are also referred to as bystanders
- Stakeholders who can be swayed

Change = both possibilities and uncertainties
Stakeholders who can disrupt change

Try to understand the individual’s perspective – is he/she afraid of the change (for a variety of reasons)? Just doesn’t like change in general?

One-on-one follow-up with these individuals can help minimize disruptions and fear

Change = uncertainty, fear, stepping out of my comfort zone
ASSESSMENT

- Once your change is complete, plan to assess the success of your change goals at a minimum of three intervals (6/12/18 months, etc.)
- Provide opportunities for anonymous, group, and individual feedback
- Signals vs. noise
RESOURCES

- *Leading Change* by John Kotter
- *Switch: How to Change Things When Change is Hard* by Chip & Dan Heath
- *Change the Culture, Change the Game* by Roger Connors and Tom Smith
- *Start with Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek
- *Sacred Cows Make the Best Burgers: Developing Change-Driving People and Organizations* by Robert Kriegel and David Brandt
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Thank you

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