

**Fall Executive Committee Meeting
October 25-26, 2014, Chicago**

Topic: Change Management and YALSA

Background: Recently, the YALSA Board has discussed several topics that could bring about change within the organization. In order to best prepare for these changes, the YALSA Executive Committee should discuss how YALSA might leverage change management best practices to successfully implement change within the organization as well as to help members implement and/or adjust to change at their own institutions. Carrie Kausch has provided some information below for the committee's consideration.

Action Required: Discussion

What are key reasons for change in YALSA?

- Recommendations called for in “The Future of Library Services For and With Teens: a Call to Action”
www.ala.org/yaforum/sites/ala.org.yaforum/files/content/YALSA_nationalforum_final.pdf
- Shift in fundamental function of libraries away from collections focused to people/communities focus
- Evolving nature of associations and how members want to interact with them

What is Change Management?

Change management is the process of anticipating, preparing, introducing, and implementing change in a way that best insures success, both as it pertains to the organization itself and our members.

“Change management focuses on people, and is about ensuring change is thoroughly, smoothly and lastingly implemented.” Mindtools.com, “Change Management”
http://www.mindtools.com/pages/article/newPPM_87.htm

Why does change need to be managed?

“Without strategy, change is merely substitution not evolution” Glenn Llopis, “Five Most Effective Ways to Sell Change,” Forbes.com
<http://www.forbes.com/sites/glennllopis/2012/11/05/5-most-effective-ways-to-sell-change/>

Best practices to consider:

Have a purpose and plan in place.

“...Creating change starts with creating a vision for change and then empowering individuals to acts as change agents to attain that vision. The empowered change agents need plans that provide a total systems approach, are realistic, and are future oriented.” - Nancy M. Lorenzi and Robert T. Riley, “Managing Change”

<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC61464/pdf/0070116.pdf>

Use the Four P’s Help Manage Transitions:

- Purpose of transition
- Picture/Vision of where we’re trying to go
- Plan to make it happen
- the Part each person can play
 - Susan Meier, “Champions For Change or Stalwarts of the Status Quo,” BoardSource Leadership Forum 2014

Anticipate reactions, questions, and possible positive and negative impacts. Be empathetic.

- “70% of people are afraid of change.” Kay Sprinkel Grace, “Board Members As Leaders of Change,” BoardSource Leadership Forum 2014
- “People don’t resist change; they resist the implications of change for themselves.” Darryl Connor (quoted by Susan Meier, “Champions For Change or Stalwarts of the Status Quo,” BoardSource Leadership Forum 2014)
- “You need to recognize that for some, change may affect them negatively in a very real way that you may not have foreseen. For example, people who've developed expertise in (or have earned a position of respect from) the old way of doing things can see their positions severely undermined by change.” MindTools.com, “The Change Curve”
http://www.mindtools.com/pages/article/newPPM_96.htm

Do an Impact Analysis http://www.mindtools.com/pages/article/newTED_96.htm

Taking the proactive approach of conducting an impact analysis before change is implemented helps you think through the full impacts of a proposed change and therefore prepare for potential issues and challenges.

Be aware of the “Change Curve” “With knowledge of the Change Curve, you can plan how you'll minimize the negative impact of the change and help people adapt more quickly to it...you can use your knowledge of the Change Curve to give individuals the information and help they need, depending on where they are on the curve. This will help you accelerate change, and increase its likelihood of success.” MindTools.com, “The Change Curve”

http://www.mindtools.com/pages/article/newPPM_96.htm

Understand and leverage YALSA’s culture to best implement change. This article specifically looks at workplace culture, but we can possibly use it to look at the overall culture of YALSA

http://knowhownonprofit.org/leadership/change/organisation/copy_of_culture

Communicate all of the above to stakeholders.

“Make sure that you address these early with clear communication and support, and by taking action to minimize and mitigate the problems that people will experience. As the reaction to change is very personal and can be emotional, it is often impossible to preempt everything, so make sure that you listen and watch carefully during this stage (or have mechanisms to help you do this) so you can respond to the unexpected.” MindTools.com, “The Change Curve”

http://www.mindtools.com/pages/article/newPPM_96.htm

▪ **Tips for Communicating Change**

http://knowhownonprofit.org/leadership/change/tools/copy_of_communication

Questions for discussion:

- Regarding each change, we might consider:
 - What are YALSA’s 4 P’s?
 - What is the vision for the change? Imagine reading an article about YALSA in 5 years - what would it say?
- What is the overall culture of YALSA and how might we best leverage it to help move change forward?
- How can we best move the organization and profession forward without neglecting our strengths and wide range of member needs?
- What methods can we use to best communicate changes and the reasons for each change?
- How can we get members involved in the changes?
- What concerns and objections can we anticipate?
- After change has been implemented, how will we know it is successful?
- As we move forward with the update to the strategic plan, how might those decisions affect a potential re-org?
- re: Futures report:
 - How can we best help members make the changes called for in the report?
 - How do we best communicate the need for change called for in the report out to the library community?
 - What changes does YALSA need to make as an organization based on the report’s new vision for teen services?
- How can we help the Board prepare for and be accepting of the need for change?
- How can we help members deal with change in their libraries?

What Might Next Steps Be?

Based on how the Executive Committee answers the questions above, possible next steps could include:

- A member(s) of the Executive Committee further research this issue in order to bring a proposal(s) to the Board for consideration

- Direct the Strategic Planning Committee to work with staff on a communications plan about the planning process and the new plan, once it's adopted
- Direct the Executive Director to work with staff to develop CE for members around change management
- Other

Additional Resources:

- Short video on change management from BetterBusinessLearning.com:
<http://www.youtube.com/watch?v=Nj-l4KaTw1Y>
- “Change Management: A Leadership Guide to Managing Change in the Workplace” Dale Carnegie Training
<http://www.dalecarnegie.com/assets/1/7/DaleCarnegieChangeManagementGuide.pdf>
- “Leading Change” KnowHowNonProfit.org
<http://knowhownonprofit.org/leadership/change/basics-on-managing-change/leadingchange>
- “Building a 21st Century Nonprofit” Mark Climie-Elliott and Debbie Comuzzi
<http://www.slideshare.net/hjcnewmedia/building-a-21st-century-nonprofit-a-change-management-roadmap-on-how-to-create-a-fully-integrated-customer-focused-organization> Successful transformation includes: full participation, solid preparation, open minds, feedback, a safe environment (respectful and inclusive)
- “Best Practices In Change Management” Azurion Consulting <http://mnasq.org/wp-content/uploads/presentations/BestPracticesinChangeManagement.pdf>