Change Management in Libraries: An Essential Competency for Leadership

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Change is inevitable

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.

--Charles Darwin
Background

University of Utah
• Public institution in Salt Lake City
• 32,000 students

Marriott Library
• 150 full-time employees
• Two IT departments: “Library IT” and “Computing and Media Services”
• IT departments: total of 43 employees
Is it working?

- Duplicate processes and servers
- Desire to increase our digital library efforts
Feedback

- Open invitation to meet with Associate Deans
- Small group meetings
- Individual meetings
SWOT Analysis

- **Weaknesses**
  - Work across organizational lines is difficult
  - Very little transparency
  - Lack of coordination

- **Threats**
  - Duplication of efforts
  - Desire to build everything ourselves
  - Technology is changing rapidly
Kotter’s 8 Stages

1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce more change
8. Institutionalize new approaches
Establish a Sense of Urgency

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Form a Powerful Guiding Coalition
Create a Vision

Too Structured
Balance with
Innovation

Allowing too many projects
with too many managers

What will we charge for services? Launchpad!

If we can provide a campus enterprise service, should we do it and get $ for it
Observations

- Blunt conversations are sometimes necessary
- Managers are not always capable of leadership
- “You’re not listening to us!”
- More communication!
Blunt Conversations

I understand what you are saying. I hear that you still have concerns. I just disagree that those concerns will be devastating. And,

Unfortunately for you

I’m in charge.
Leadership

A paralyzed senior management often comes from having too many managers and not enough leaders…

--John P. Kotter
“You’re not listening to us!”

We are listening.

We just disagree.
Communicate Even More

- Sense of Urgency
- Vision

Without credible communication, and a lot of it, the hearts and minds of the troops are never captured.

--John P. Kotter
Conclusions

- Flexibility is important
- Communicate even more
- Blunt conversations
Thank you

- **Ann Marie Breznay**, Interim Associate Dean for Library IT, J. Willard Marriott Library, University of Utah

- **Melanie Hawks**, Learning and Development Coordinator, J. Willard Marriott Library, University of Utah

- **Teri Olsen**, Director of Project Development, Innovation and Collaboration, University of Utah Health Care, University of Utah
Questions?

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J. Willard Marriott Library

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