Shadow of the leader: How library leaders undermine or bolster change efforts

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Content

• Change Management and Leadership
• Methodology
• Findings
• Conclusions
Change Management and Leadership

• perpetual change
• deliberate large-scale changes

➢ Only 19% of the major change projects are evaluated as successful!
→ Change Management and Leadership

(DÜREN, Petra. 2013. Leadership in Academic and Public Libraries: A time of change.)

→ Methodology

39 participants in German speaking countries

(DÜREN, Petra. 2013. Leadership in Academic and Public Libraries: A time of change.)
### Findings USA

1. Participation/Preparation
2. Communication
3. Expectations/Goals/Objectives
4. Employee relations
5. Trust/Accountability

### Findings German speaking countries

- Communication
- Project management
- Participation
- Goals/Objectives and positive aspects
- Serious handling of team members’ worries and anxieties

- Poor communication
- No or poor project management
- No participation
- Negative attitude
- No serious handling of team members’ worries and anxieties
Conclusions

- Communication is crucial for every change project!
- Change projects need a project management with management committee or steering group and project teams
- Participation of those impacted by the change

This study has to and will be continued!

- Qualitative interviews with members of staff
- Extensive quantitative study
Thank you for your attention!

For further information or interest in a joint project on:
• Quality or Change Management
• Leadership or Knowledge Management

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