

From Passenger to Pilot: Leveling Up Your Change Leadership Skills



["plane propeller"](#) by [Andrew Rollinger](#)

MiALA 2024 Annual Conference

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Workshop materials:

<https://bit.ly/miala-passenger-pilot>



Facilitator Information

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Workshop Origin Story

- Since 2018, the University of Michigan Library has had a grassroots, cross-divisional group that advocates for an engaged, supportive culture of change in the library. (Karen & meghan are founding members)
- Charge: Influence the organization's culture of change by creating resources, offering training opportunities, and facilitating discussions in order to develop and enhance the change skills sets within our community
- Where do we go from here? How do we share what we have learned?
 - Idea → Community of Practice focused on change for library employees in Michigan
- Current stage: Gathering information, making connections (Mary!), facilitating workshops

Workshop Outcomes

1. Understand select organizational change frameworks/models
2. Examine how framework/models connect to changes impacting libraries and employees
3. Identify potential evidence-based approaches to change readiness and agency
4. (shadow outcome) Discover ways to continue the conversation and learning

Workshop Plan

- Change Models (presentation)
- Libraries & Change (discussion)
- Your Role in Change (discussion)
- Wrap-up

(We don't have planned breaks, so please take care of yourself.)

Change Models: Getting Started



["Propeller Plane"](#) by [Brickset](#)

“All models are wrong, but some are useful.”

– George E. P. Box, 1978

The Paradox of Planned Change

- Models provide a framework for planning and understanding change.
- All organizations experience change. No exceptions.
- Paradox: Plan for change **and** know it will not go to plan.
- Organizational change is systemic change. We work in open systems (departments, colleges, universities, state funding), so we're affected by what happens outside our libraries.
- Internally imposed change: we create just-in-time plans and then adjust.
- Externally imposed change: we prepare just-in-case plans and then adjust.

Key ideas: Plan, change, reflect, adjust

Change Planning Model: ADKAR



Awareness

1. Identify what has to change and why
2. Explore options
3. Communicate the need
4. Focus on the key reasons to change

Desire

1. Communicate benefits
2. Identify risks involved
3. Build momentum
4. Address fears

Knowledge

1. Learn change skills
2. Share information
3. Review lessons learned from scholarship and case studies

Ability

1. Identify skills gaps and plan for increasing capacity
2. Start small
3. Employ trainers, coaches, mentors to ensure ability to enact change

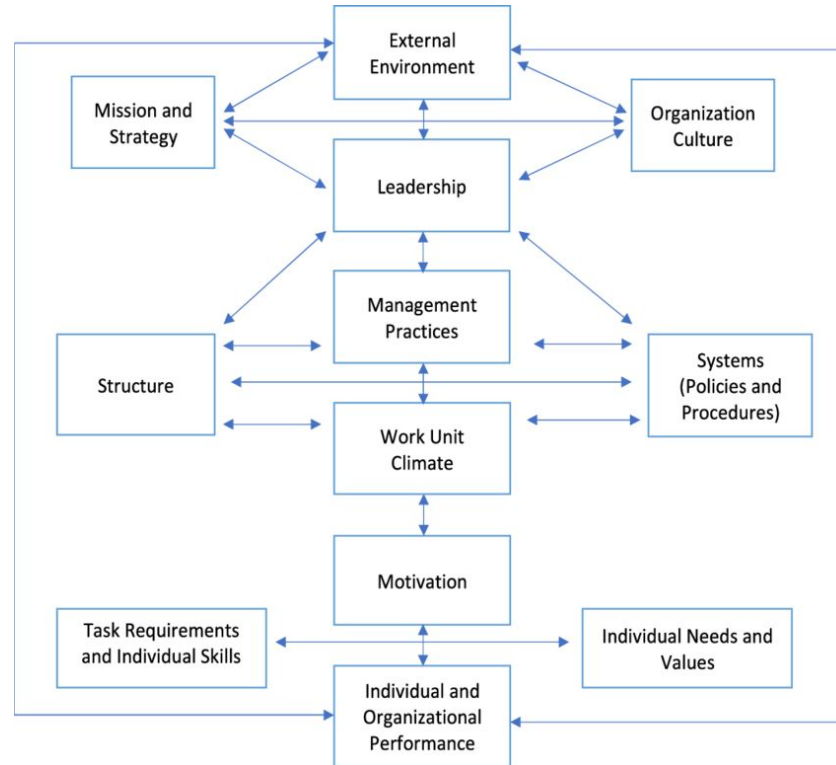
Reinforcement

1. Make leadership visible
2. Monitor progress and adjust
3. Incentivize success
4. Celebrate progress

Enablement Zone

Engagement Zone

Change Planning Model: Burke-Litwin Model



Change Planning Model: Beckhard-Harris Formula

Also attributed to Dannemiller & Gleicher

$$D \times V \times F > R$$

D = Dissatisfaction with status quo

V = Vision of what could be

F = First reasonable, achievable steps toward that vision

R = Resistance to change

Change Planning Model: Kotter's 8-Step Process



Change Planning Model: Lewin's Three Steps

Expanded by Schein

1. Unfreezing

- a. Demonstrate a need for change
- b. Induction of discomfort with gap between current and ideal state
- c. Creation of psychological safety to embrace change

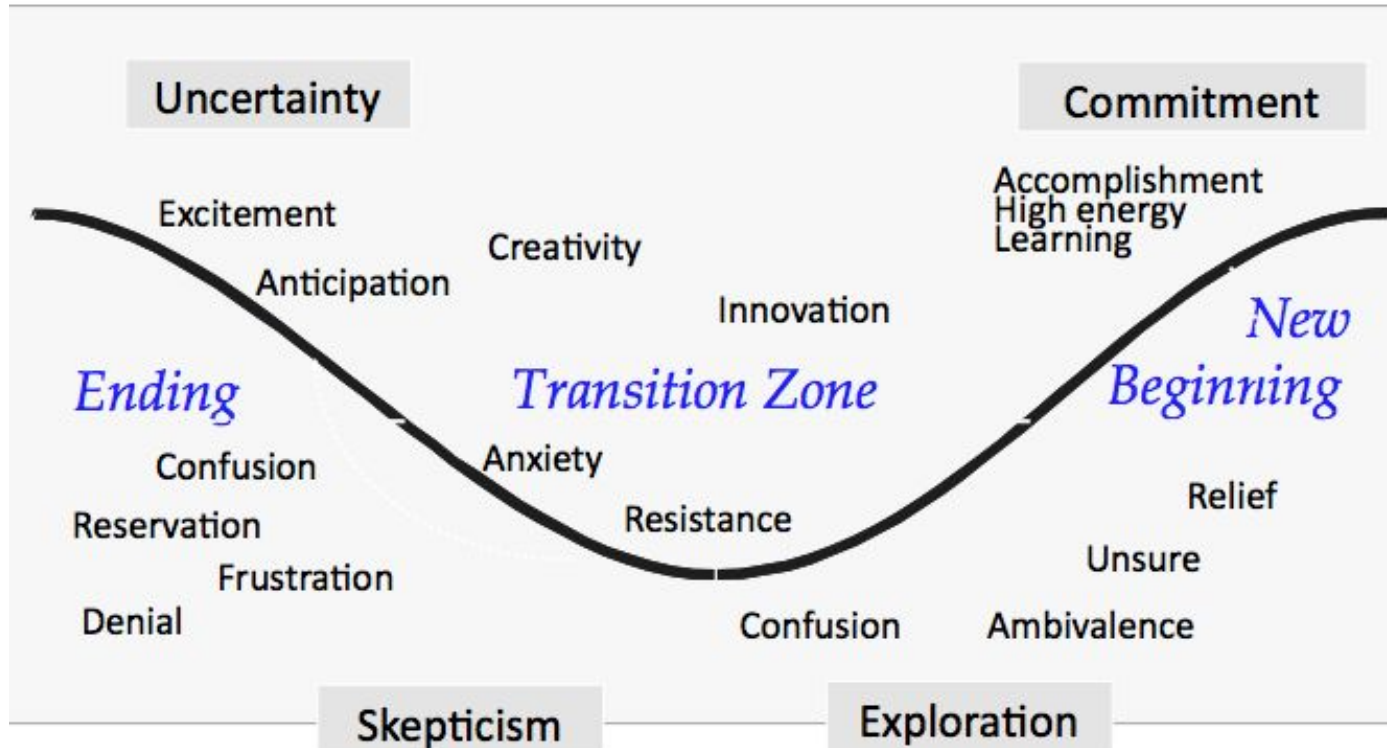
2. Changing

- a. Identification with new model, mentor, leader, consultant to embrace vision
- b. Scan environment for relevant information

3. Refreezing

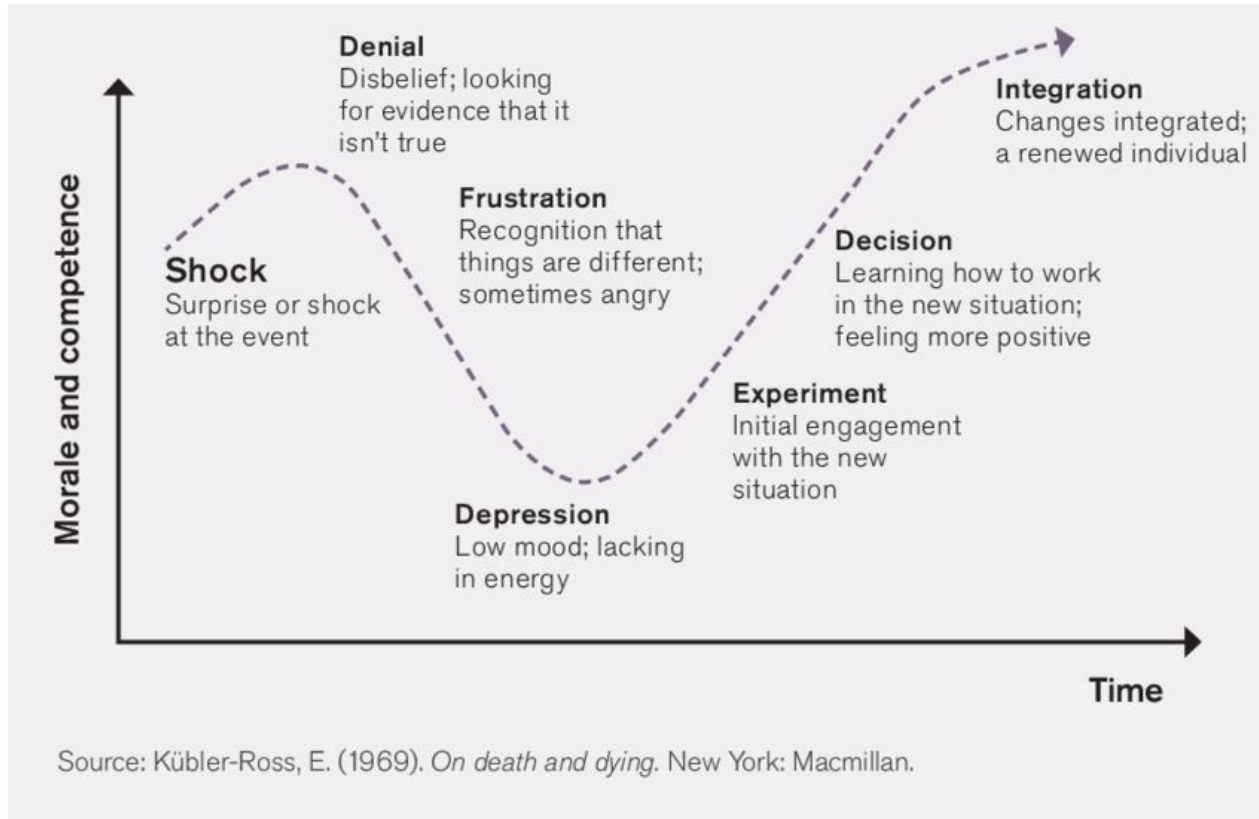
- a. Individual comfort with new behavior, connected to self-concept
- b. Fit behavior with others to ensure interpersonal cohesion

Change Understanding Model: Bridges Transitions



Adapted from *Managing Transitions*, William Bridges

Change Understanding Model: Kübler-Ross' Curve



Libraries & Change: Moving from Economy to First Class



[“Airplane Seats”](#) by [momentcaptured1](#)

Discussion Activity

In small groups, discuss **one** interesting change scenario we have experienced in libraries (see scenarios handouts at your tables). In these scenarios, you are the leader or facilitator of the change.

Please move to a table to discuss the topic of interest.

Assign one “recorder” that documents 1-2 takeaways from conversations.

Reflect on and discuss the question: Do you find any of the models particularly relevant to this scenario and your role?

System Change Scenario (#1)

Library employees are experts at using the current library technical services platform. They've spent many years perfecting workflows, shortcuts, and navigation. However, it's been announced that the library will be migrating to a new technical services platform in the next 6-9 months. While employee training is planned, the next system is quite different. Workflows will be significantly impacted.

Staffing Change Scenario (#2)

A work team supervisor has announced that they are moving to a new department. This employee, while having a reputation for their effective leadership, has been in the position for only 2 years. This is the 4th supervisor for this team in the last 8 years. The staff are very surprised at this announcement and are struggling to imagine how the organization will replace this leader. Team members are exhausted by the constant changes in leadership.

Service Change Scenario (#3)

As a well-researched budget solution, your library has decided to remove all physical (separate) reference service desks in the libraries. Students and researchers will be directed to circulation service desks for reference assistance. The decision impacts library faculty as well as all (busy) circulation services employees (including student workers), who have provided only directional assistance up to this point. Resources are available for employee training. All impacted library employees have been involved in change discussions up to this point, but library users and stakeholders have not been included in discussions and communications.

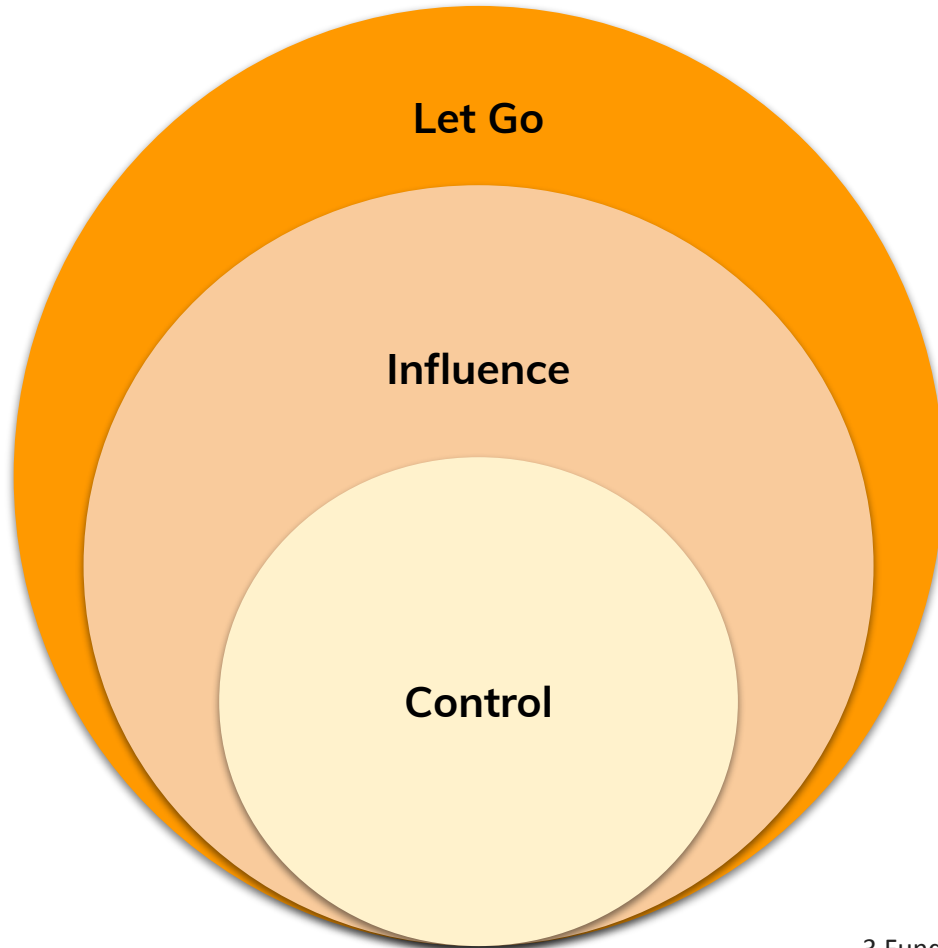
Space Change Scenario (#4)

You have been notified by university administration that a heavily-used space in the library will immediately house a computing lab, while the original campus computing lab is undergoing renovation for the next 18 months. Study space has been reduced as a result. This lab is supported by another division on campus – not the library. In conversations with those campus employees that will provide some on-site support, you discover that this campus unit and the library do not share the same service values. Some colleagues are quite resistant to this change.

Your Role in Change: Getting in the Cockpit



[The Cockpit](#) by [SuperJet International](#)



Things we can control
Things we can influence
Things to let go

Change is happening TO me
Change is happening THROUGH me
Change is happening WITH me

Taking It Back Home....

- For the last section of our workshop, we wanted to focus on you as an individual, with your unique roles & responsibilities & experiences.
- Objective: Provide time to reflect on how what you learned today can be incorporated into your professional practice.
- We have planned on two individual activities:
 - **Activity A: Defining your change commitments**
 - **Activity B: Identify opportunities to influence change at your library**
- Choose your own adventure! Select either activity A or B (or both!).
- Talk to a neighbor and share ideas.

Activity A: Your Change Commitments

- We all are experiencing, influencing (and sometimes leading) change.
- Let's take some time to document our aspirational relationship to change.
- Here are some examples:
 - I will participate in the change process by providing feedback when asked.
 - I will spend more time communicating the WHY behind my decisions.
 - I will learn more about why people resist change.

Activity A: Defining Your Change Commitments

1. Let's document a couple change commitments.
 - a. How are you going to change your professional practice around change? What commitments will you make, to yourself and/or colleagues? How will you learn & grow around change?
 - b. Feel free to take the perspective of either experiencing or leading change (or both!)
 - c. Use [this template](#) to record your thoughts.

Activity #B: Opportunities to Influence Change

1. Identify a change that is happening in your organization.
 - a. Big or small change
 - b. Change that's happening to your organization or being driven from within.
2. Use [this template](#) to help you brainstorm opportunities to influence your change.

Find a neighbor and share a bit about your reflections/ideas.

Questions & Wrap-up: Safe Landing



["Oracle Challenger Plane and Sean D. Tucker"](#) by [Armchair Aviator](#).

Interested in our Change CoP idea?

Come talk to us after the workshop
and/or send along an email

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