

Today's Presenter



Dr. Audrey Barbakoff
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Don't Manage Change – Embrace It!

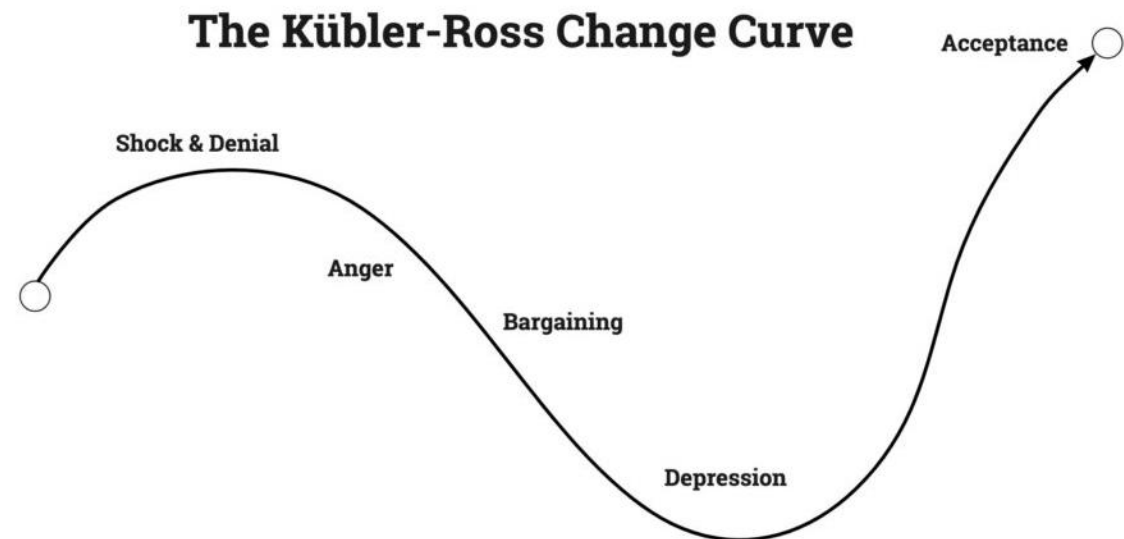
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Change is natural... but not easy.

- 75% of organizational change efforts fail.
- Change involves loss, and loss involves grief. (Even good change!)
- We all experience learning (and unlearning) anxiety.
- Resisters and promoters have a lot in common.

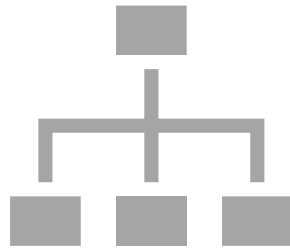


Old change management models

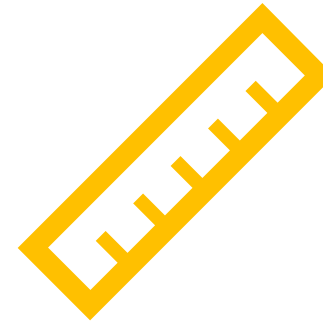
Designed for problems, not mysteries



Linear,
episodic



Top-down



Change must
be forced

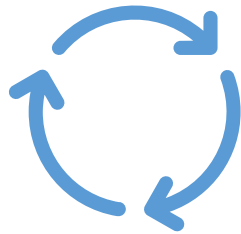


Increase
survival
anxiety &
urgency



Creating a culture that embraces change

Designed for complexity and inclusion



Change is
constant



Grows from
anywhere



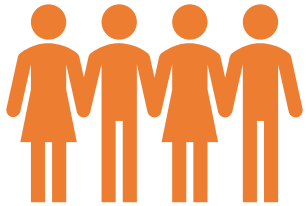
Change can be
inspired by a
positive vision



Psychological
safety
decreases
learning
anxiety



Change happens in cultures where learning is safe.



Inclusion
Safety



Learner
Safety



Contributor
Safety

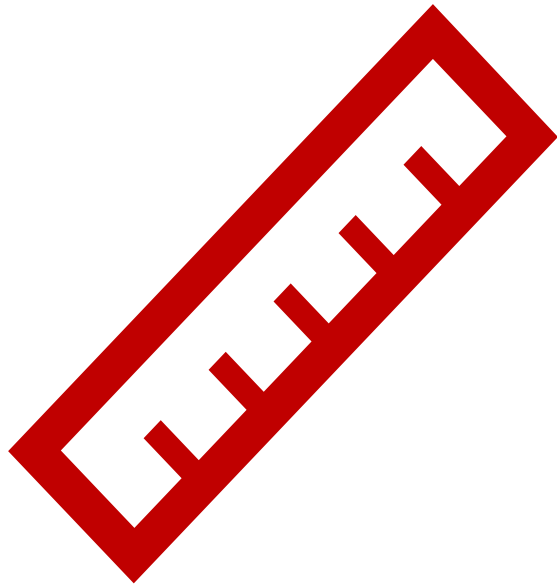


Challenger
Safety

Adapted from Edmonson, A. (2018) The Fearless Organization



Mindset is Key



My capacities are FIXED



My capacities can GROW

Dweck, C. (2007). Mindset.



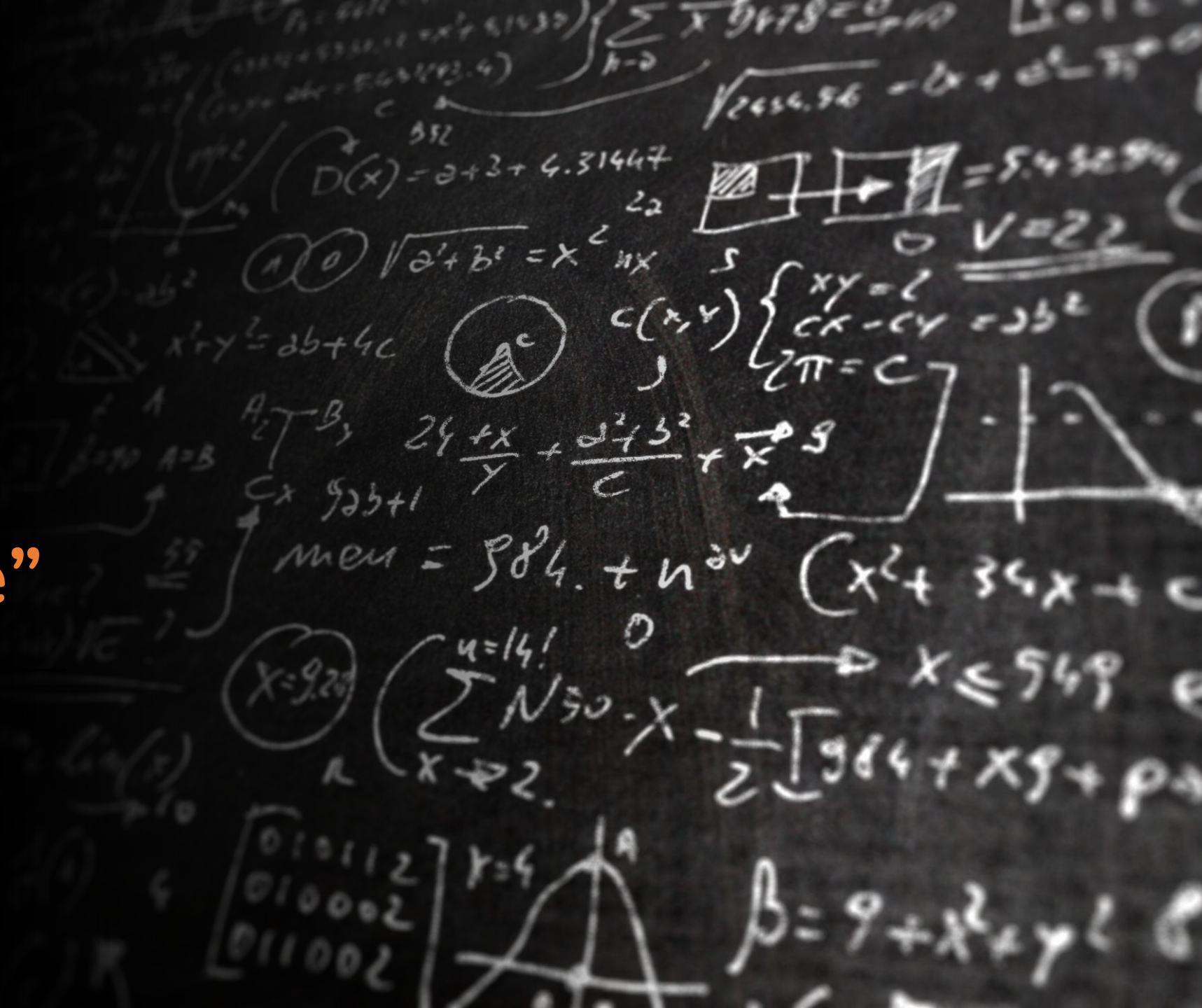
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How mindset affects our approach to change

	Fixed Mindset	Growth Mindset
Priority	Performance	Learning
Effort	Hiding weaknesses	Improving on strengths & weaknesses
Orientation to colleagues	Deficit-based, competitive	Asset-based, collaborative
Self-reflection	Limited	High
Feelings about change	Anxiety	Excitement
Feelings about failure	Shame	Opportunity

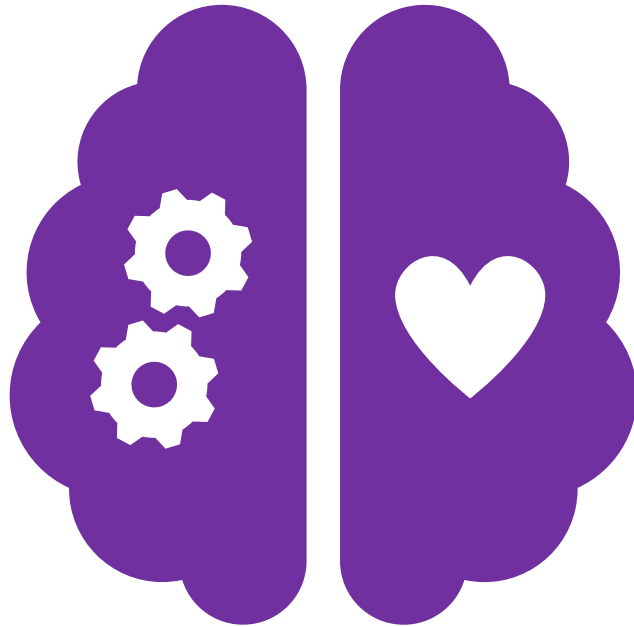
Plans are useless, but planning is indispensable”

- Eisenhower

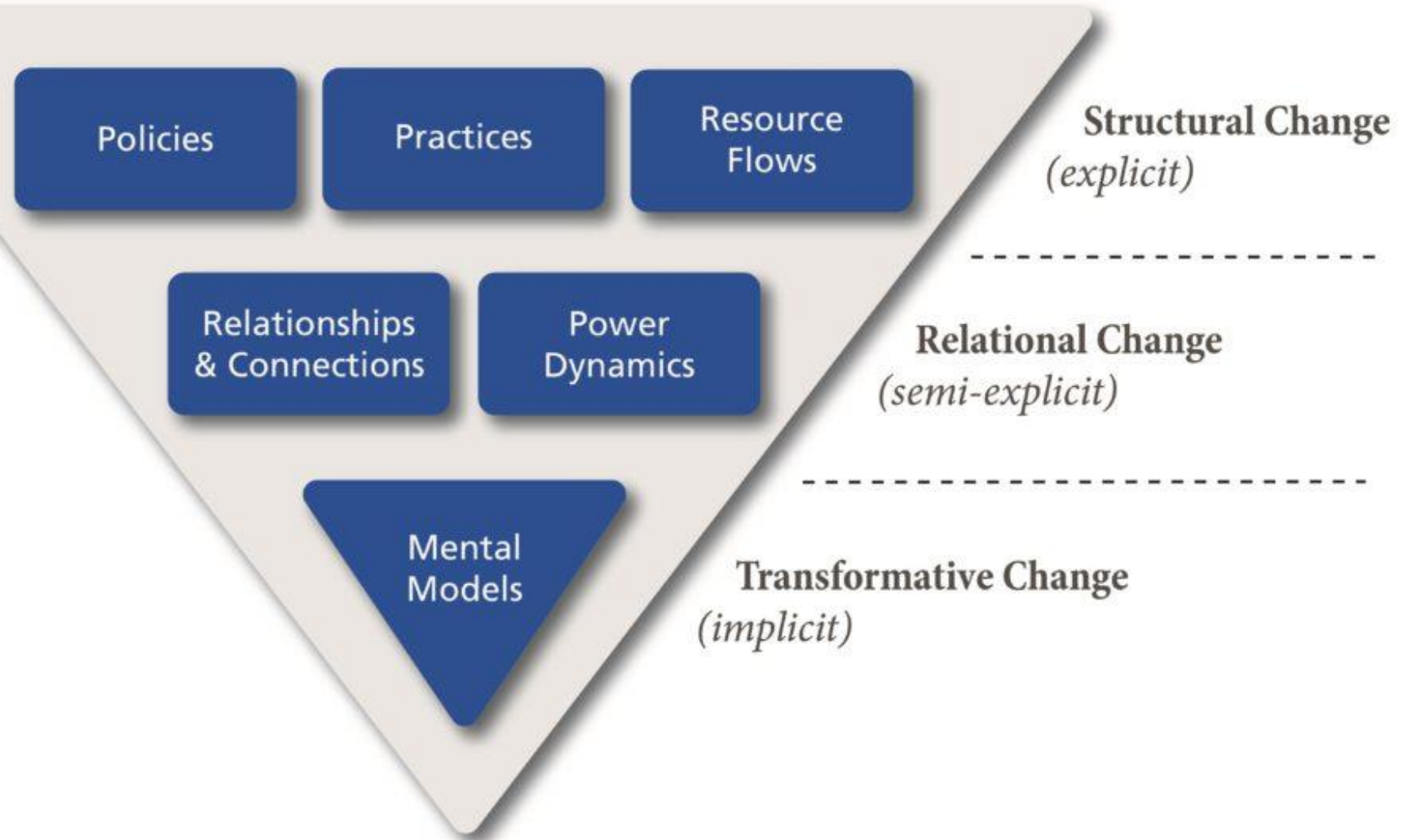


Prioritize communication and mindset.

*“The most common leadership failure stems from trying to apply **technical** solutions to **adaptive** challenges.” - Ron Heifetz*



Six Conditions of Systems Change



How does
change
happen?

Kanie, Kramer, and Senge. (2018). *The Water of Systems Change*.
https://www.fsg.org/resource/water_of_systems_change/



Getting
people on
board



**GETTING "BUY
IN" AT THE END**



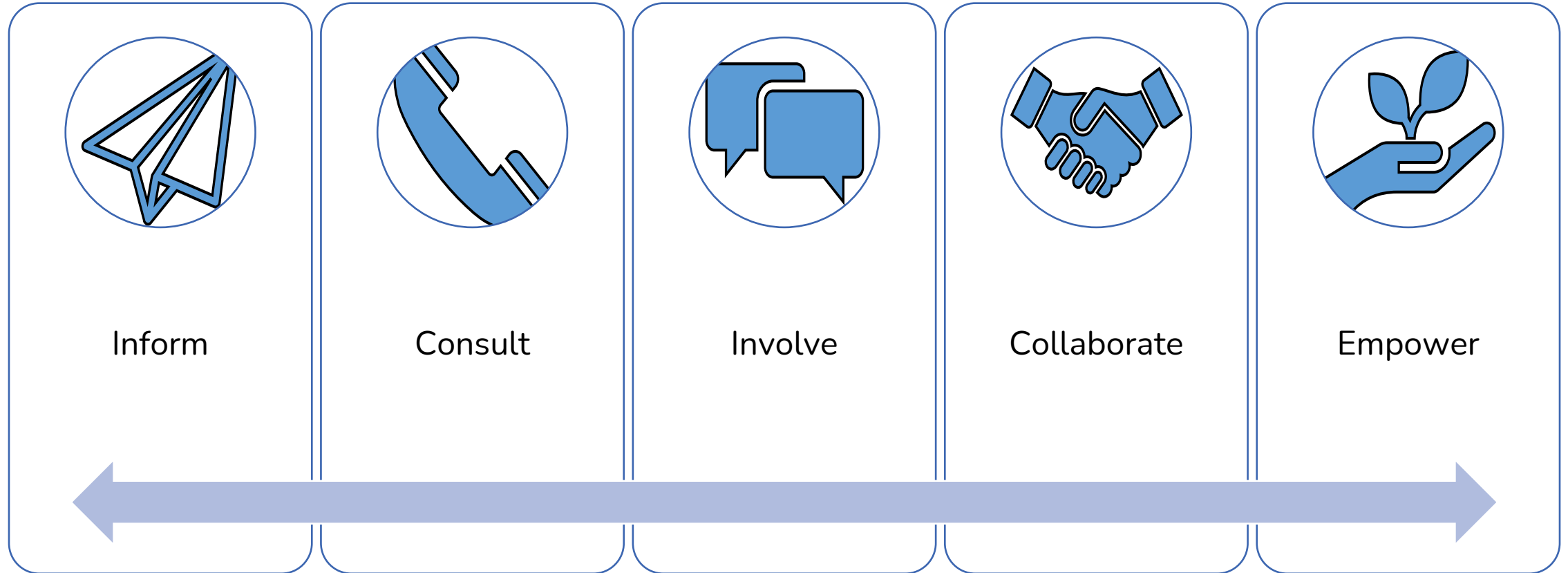
**SHARING POWER
FROM THE START**

mgflip.com




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Sharing Power



Adapted from the IAP2 Spectrum of Public Participation





—

**“Nothing
about us
without us is
for us.”**

- Disability justice activists

Tips for supporting change

Communicate the why, not just the what (And do it often!)

Know who is most impacted, internally and/or externally

Form cross-functional teams that represent them

Give the team power to shape the process and the outcome

Be clear about power and accountability - who has it, when, and why

Communicate how impacted groups do and can play a role

Resisters and promoters have a lot in common – engage them both



Help!

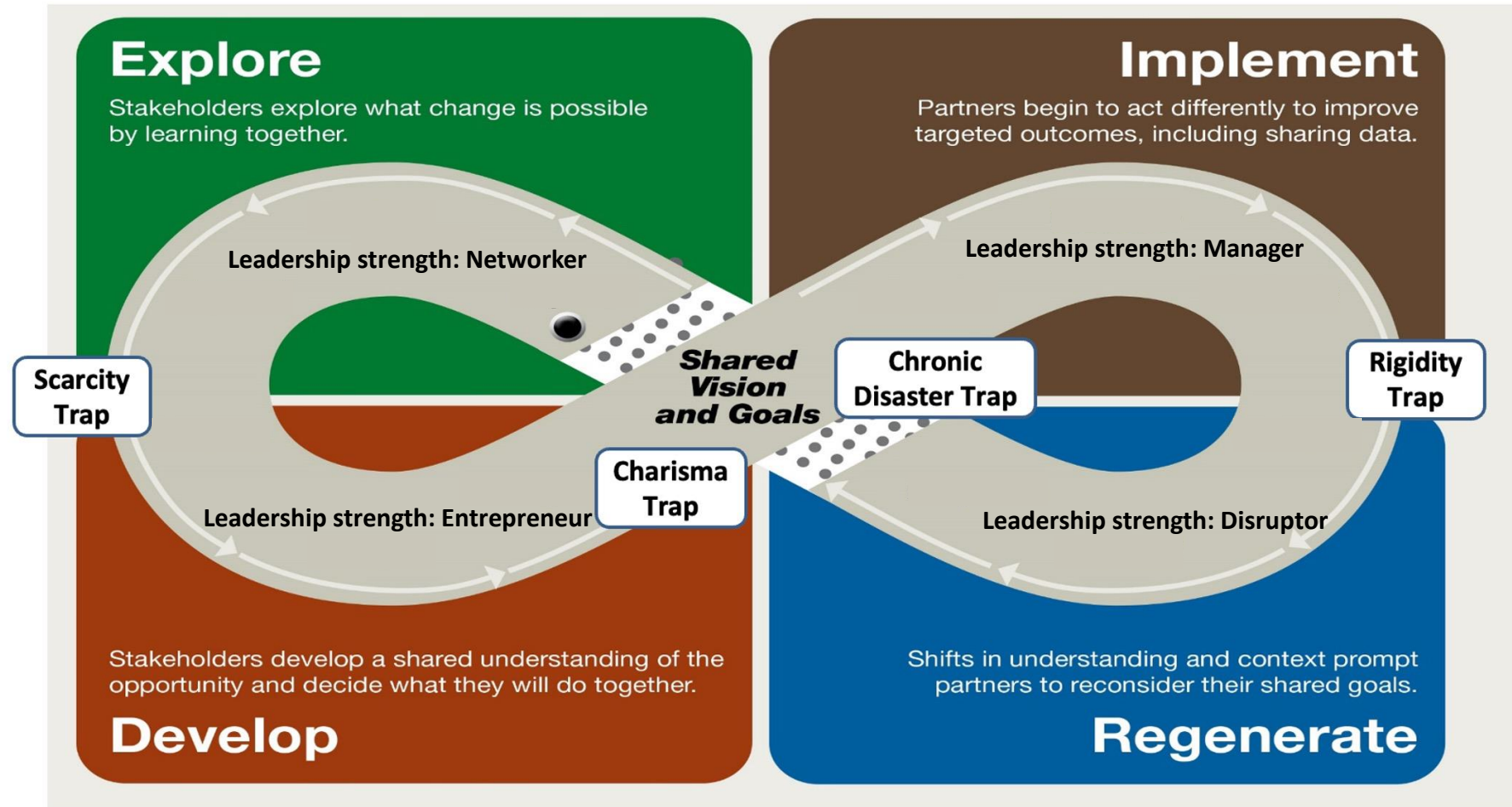
- The project is stalled – nothing's really getting done (passive resistance)
- People are pushing back, refusing, or quitting (active resistance)
- This turned out to be a lot more expensive, time-consuming, and complicated than we thought
- Newer priorities are taking precedence



Breathe.
Resistance and
adaptation are normal,
not fatal.



Common pitfalls



Adapted from Tamarack Institute [Eco-Cycle Mapping Tool](#).



Reflection

- Think about a change you're making, or want to make, at your library.
- Consider how you might apply these concepts to your specific circumstances.
- Bring those examples and your questions about them next time!

As you reflect on your learning, join others in a discussion thread in the Course Catalog (with the recording), and join us on February 26 for the follow up webinar, [Turn Strategy into Action with Theory of Change](#).



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