Shaping and building a change-ready culture

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Change is a constant

Libraries have had to adapt and change, and at times have been at the forefront of change

However... change is becoming more rapid; we are being challenged to respond proactively and strategically and to do more with less
Responding to change

A common response to change has been to restructure: to review positions and reorganise reporting lines.
But we need more than a new structure

Restructuring and reorganising is not enough

To respond to change, we need to be alert to opportunities, ready to explore and experiment, and to take risks

We need to examine attitudes and skills and explore different ways of thinking and working
Structure and strategy will take us part of the way

Galbraith’s Star Model™ (1977)

- Strategy (Direction)
- Structure (Power)
- Processes (Information)
- Rewards (Motivation)
- People (Skills, mindsets)

http://www.jaygalbraith.com/services/star-model

‘Galbraith’s Star Model of organizational design’ from Wikimedia Commons used under CC BY-SA 3.0
‘Culture eats strategy for breakfast…

… operational excellence for lunch and everything else for dinner’

(commonly attributed to Peter Drucker)

People are loyal to the prevailing culture, not the strategy. If we want to capitalise on change, we also need to examine expectations, attitudes and behaviours
Culture is critical

**Formal (Overt) Aspects**

*The way we say things get done...*

**Informal (Covert) Aspects**

*The way we really get things done... our culture*
Building the right culture and new ways of working

- Developing a common understanding of goals, values and expectations
- Reviewing and challenging attitudes and assumptions
- Ongoing development of staff
- A focus on effective and transparent communication
- Articulating, expecting and rewarding the behaviours and attitudes that will help us anticipate and respond to change
Values, beliefs, perceptions, attitudes, assumptions

• Agree on the values that will guide the way we work

• Reinforce and reward values, behaviours and attitudes

• Articulate how we will work together: what can we expect from each other? How will we hold ourselves and each other accountable?

• Assumptions: clarify the assumptions we will make
Our desired culture: values and behaviours identified by LTU Library staff:

helpful teamwork encourage aspirations
empathy collegiality accountable
strong work ethic sensitivity collaborative
agile friendly passion resilient persistent
using evidence thinking outside the box advocacy
supportive above and beyond honesty
persistence proud to make a difference
coping with change
acting boldly open guided by our values
caring initiative
understanding reflection courageous
resilience determination
client centric problem solving
responsiveness sense of humour
An organisational development plan outlines the goals and actions for each year and accountability for delivering these.
Attributes of a change-ready culture include:

• Strong leadership, ‘walking the talk’
• A willingness to change attitudes and assumptions
• Empowered and accountable staff
• Encouraging and supporting risk-taking
• A learning culture: developing new skills and behaviours to enable new projects and new roles
• Open and inclusive communication
• Innovative: seeking new opportunities
• Agile and adaptive: a ‘beta mindset’
A ‘beta mindset’: done is better than perfect

... or as General George Patton said: ‘A good solution applied with vigour now is better than a perfect solution applied ten minutes later.’

http://lifehacker.com/5870379/done-is-better-than-perfect
So that’s culture done then?
The change continuum: continuous development, review and feedback

- Listening, ‘keeping in touch’
- Gathering evidence
- Gathering feedback
- Responding
Reframing our roles and setting expectations: success profiles

Success Profile Template

<table>
<thead>
<tr>
<th>Role</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>· why this role exists</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>· what I know</td>
<td>· what I have done</td>
</tr>
<tr>
<td>· qualifications</td>
<td>· work experience and exposure</td>
</tr>
<tr>
<td>· programs</td>
<td></td>
</tr>
<tr>
<td>· technical knowledge</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capabilities and Accountabilities</th>
<th>Personal Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>select from</td>
<td>· what attributes make this delivery of this work successful</td>
</tr>
<tr>
<td>the capability</td>
<td>who I am</td>
</tr>
<tr>
<td>map</td>
<td></td>
</tr>
<tr>
<td>4 to 6</td>
<td></td>
</tr>
<tr>
<td>that best describe</td>
<td></td>
</tr>
<tr>
<td>this job</td>
<td></td>
</tr>
</tbody>
</table>

| Stakeholders | |
|---------------||
| · who I need to connect with to do this job | |
Stop, start & continue: change involves letting go of some things as new things take their place

<table>
<thead>
<tr>
<th>STOP</th>
<th>WORK TO STOP</th>
<th>WORK TO HAND OVER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Activities that used to be completed that no longer need to be completed by this team member</td>
<td>• Activities that still need to be done, just not by this team member and who they will be handed over to</td>
</tr>
<tr>
<td>CONTINUE</td>
<td>WORK TO CONTINUE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Work that needs to continue into the future that was undertaken before</td>
<td></td>
</tr>
<tr>
<td>START</td>
<td>WORK TO START</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Work that needs to start that hasn’t been undertaken by this team member before</td>
<td></td>
</tr>
</tbody>
</table>
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‘There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.’
Niccolo Machiavelli, The Prince (1532)

‘Change is the law of life and those who look only to the past or present are certain to miss the future.’
John F Kennedy (1963)

‘The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.’
Peter Drucker (1980)
Questions