



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

**Changing Your Library Culture Workshop
Michigan Library Association (MLA) Conference
April 17, 2015**

Lee E. Meadows, Ph.D Walsh College

CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Workshop Objectives

- Define Organizational Cultural Change
- Issues Impacting Change Within Libraries
- Present an Organizational Cultural Change Model
- Identify Barriers to Resistance
- Discuss 'tools' for creating 'Buy-in'
- Wrap-up & Q & A



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Change Question

“What can happen at libraries that can’t happen elsewhere?”



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

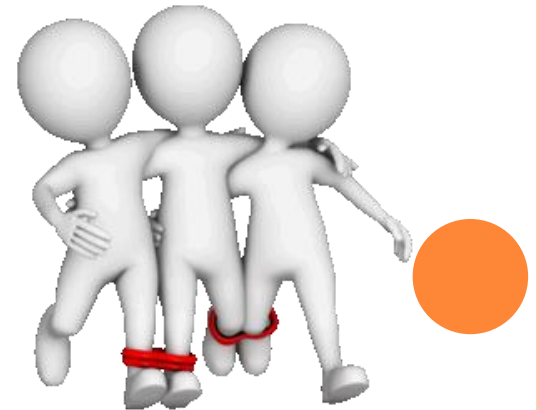
Two Change Management Truisms

We prefer the familiar to the comfortable.

We prefer the comfortable to the better.

So our role is

-to make 'the better' both familiar and comfortable.



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

2013 Culture Change and Management Survey

2,200 Global business people say that culture is seen as more important than strategies or operating models

53% of executives say 'culture' is a leading part of their leadership agenda

35% say they do an effective job of managing culture



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Those who work with and within their existing culture to change their **critical behaviors** have more success than those who try to change their culture

“It is easier to act your way into a new way of thinking than it is to think your way into a new way of acting.”



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Over half of all major change initiatives prove to fall short of expectations or are outright failures because of the 20-50-30 Rule

1. 20% of people are change friendly
2. 50% of people sit on the fence
3. 30% resist change



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Change

The process by which organizations move from their present state to some desired future state to increase their effectiveness



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Culture

Pattern of shared values and beliefs that produce certain norms of behavior.

Visible

Tangible

Clear



Invisible

Intangible

Indecipherable



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Culture

Artifacts

Visible organizational structures and processes

Espoused values

Strategies, goals, and philosophies

Basic underlying assumptions

Unconscious, taken-for-granted beliefs,
perceptions, thoughts, and feelings

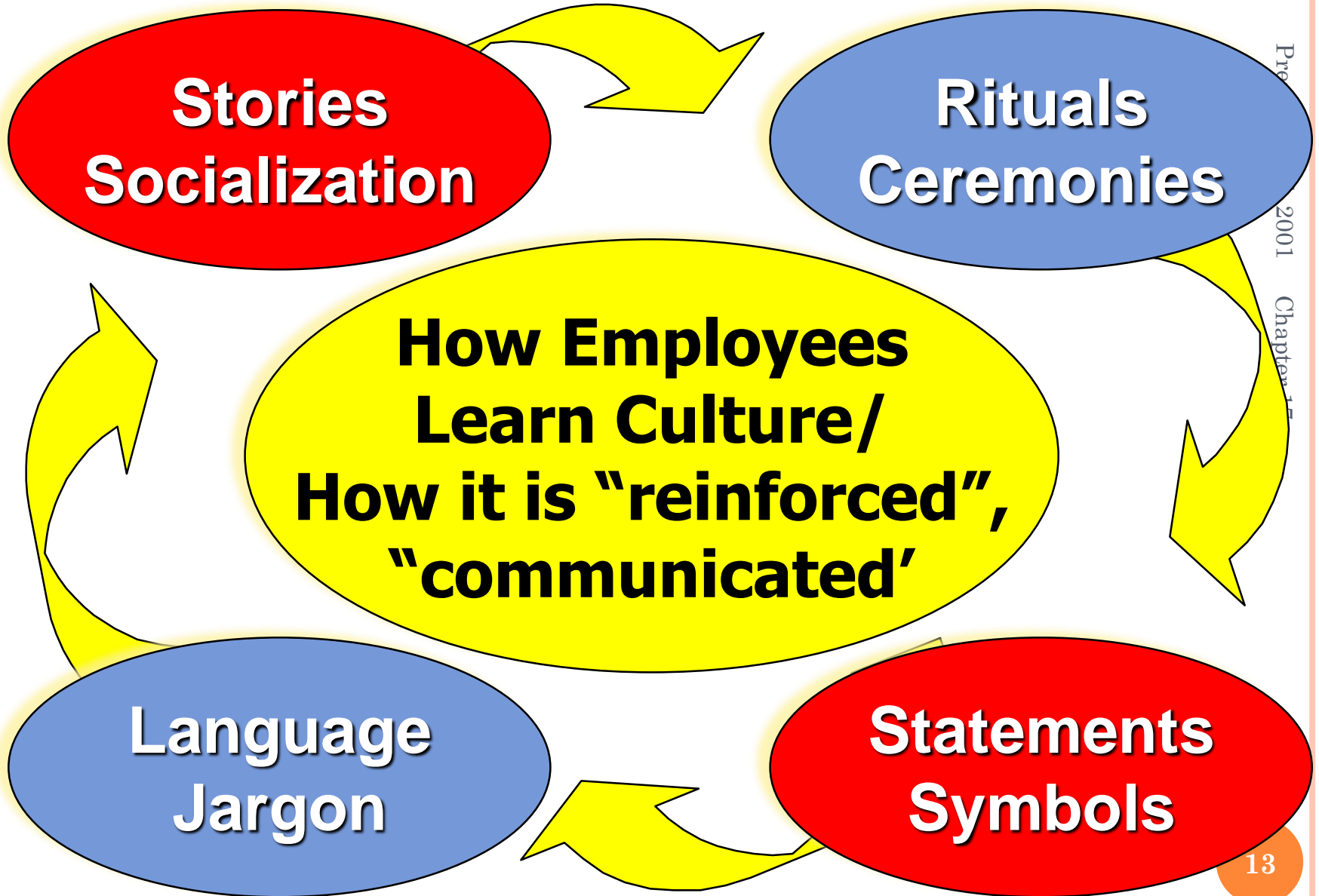


CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Functions of Organizational Culture

- Provide a sense of identity
- Generate commitment
- Helps make sense of occurrences
- Control mechanism





CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Cultural Change

Coordinating a number of activities and inter relationships so that the organization can survive, and benefit from, the process of change.

A major challenge is to achieve the right balance between the short-term pressure for change and longer-term organizational change goals



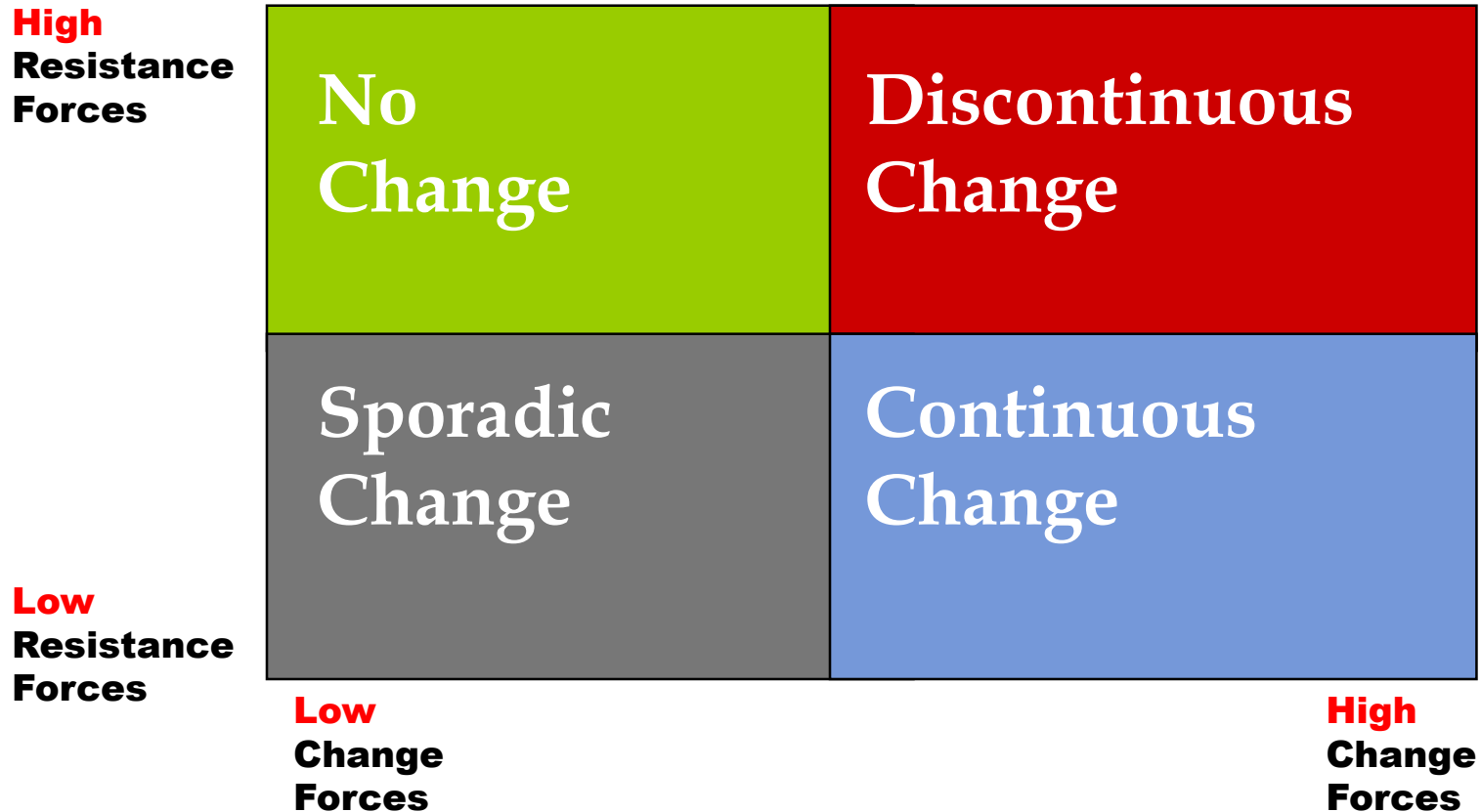
CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

There are at least three basic elements of organizational change:

- ◆ The *task of managing change* (from a reactive or a proactive posture)
- ◆ An *area of professional practice* (with considerable variation in competency and skill levels among practitioners)
- ◆ A *body of knowledge* (consisting of models, methods, techniques, and other tools)



Organizational Cultural Change Model



FACTORS IN SELECTING A CHANGE STRATEGY

Degree of Resistance.

The Time Frame.

Target Population.

Expertise.

The Stakes.

Dependency.



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

There are **three** major reasons for why organizations get bogged down or fail in implementing cultural change initiatives.

1. Lack of Strategic Commitment.
2. Inadequate Resources.
3. Resistance to Change.

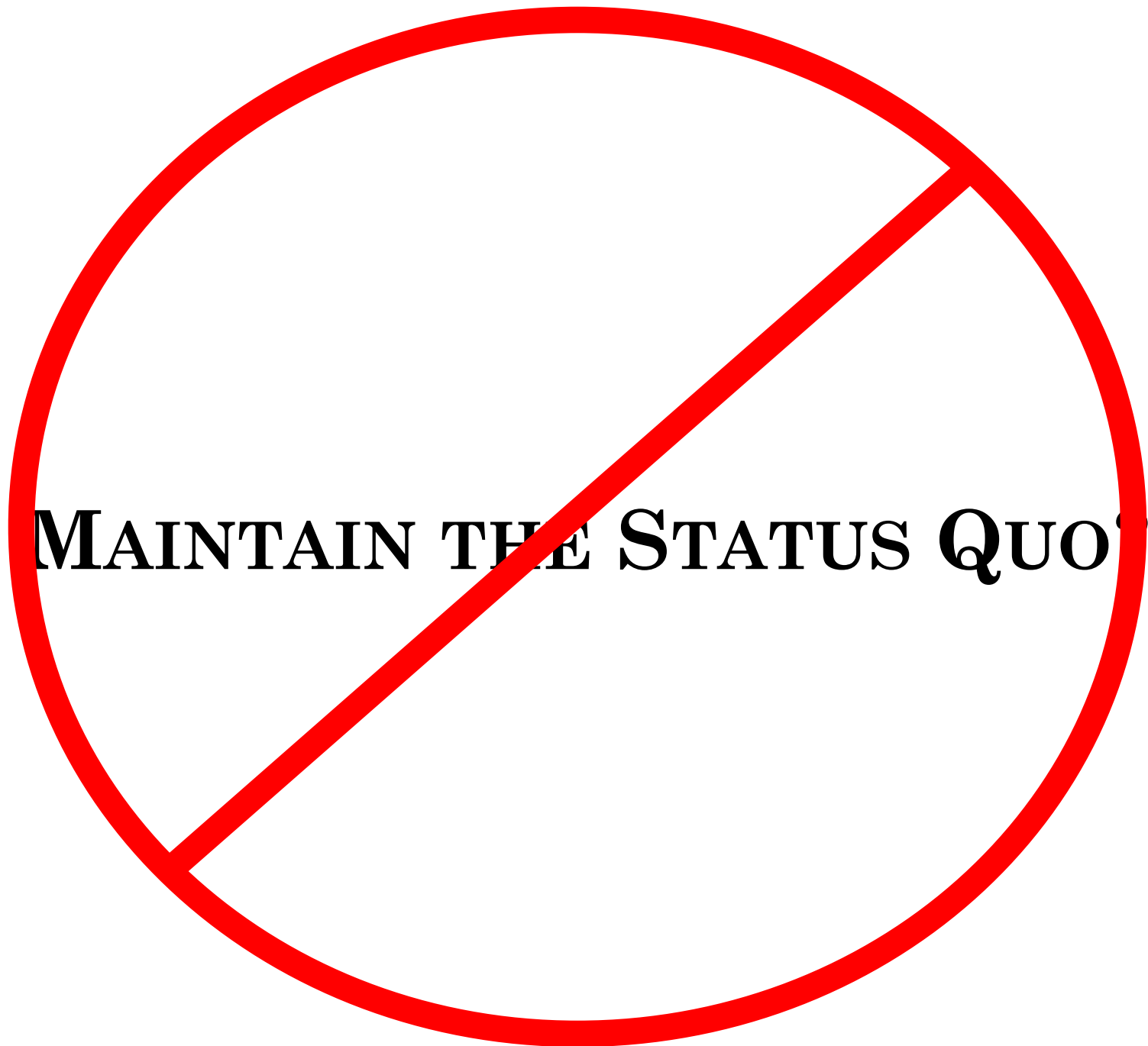


CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Reasons why we resist change

- Fear of failure, of unknown & the new way may be not be better
- Creatures of Habit
- No obvious need
- Concern about support system
- Closed minded
- Unwillingness to learn





MAINTAIN THE STATUS QUO



MANAGING CHANGE IN ORGANIZATIONS

Force Field Analysis

Factors Promoting Change

Factors Preventing Change

1. Infusion of funds

1. No infusion of funds



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Incremental Change

Linear, sequential
process of
implementation

Transformational Change

Major focus on the
organization and its
operation



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Remedial Change

Focused, urgent
addressing a current
major problem

Developmental Change

Build on current success
(i.e. expand the
number of patrons
served)



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Planned Change

Recognize the need for change and proactively organize a plan to accomplish the change

Unplanned Change

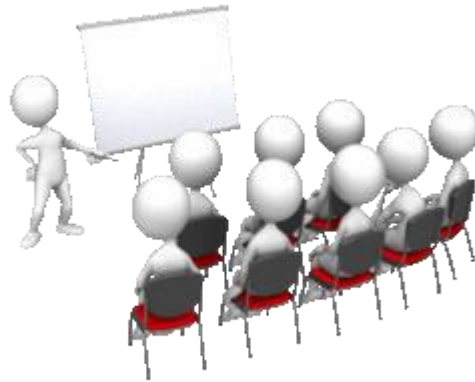
Major surprise which causes employees to respond in a highly reactive and disorganized fashion



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Four Steps to ensure that you manage change effectively

1. Ensure that everyone understands why change is necessary. If people are dissatisfied with the way things are, they will be more likely to welcome change



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Four Steps to ensure that you manage change effectively

2. Show people how things will be better in the future



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Four Steps to ensure that you manage change effectively

3. Ensure that people understand the plan



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Four Steps to ensure that you manage change effectively

4. Try to ensure that there can be no way of going back to the previous ways of doing things.



MANAGING RESISTANCE TO CHANGE

Education and Communication

Participation

Negotiation

Top Management Support

Coercion



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Organizational Culture Change Process

1. Match the strategy and culture
2. Focus on a few critical shifts in behaviors
3. Honor the strengths of your existing culture
4. Integrate formal and informal interventions
5. Measure and monitor cultural evolution



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Change Readiness

The point in which the organization is strategically positioned for change

Change Agents

Persons who act as catalysts and assume the responsibility for managing change activities



CULTURAL CHANGE RESISTANCE: MOVING TOWARD BUY-IN

Interested in keeping in touch

MeadowsConsulting@facebook.com

LeeMeadows@LinkedIn.com

Docmeadows@twitter.com

<http://www.thelulldoctor.com>

<http://www.docleemeadows.com>

