

Making Room For Change: Letting Go



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***“Today’s problems come
from yesterday’s solutions.”***

Peter Senge, *The Fifth Solution*.



Letting to Go to Move Forward

1. Know that your work had/has value.
 2. Your work contributed to moving the library's vision forward.
 3. Your expertise and experience still have value for the library.
- 



About Michelle

- 20 + years working in libraries and technology
- Masters of Library and Information Science, University of Pittsburgh
- Worked in both academic and public libraries
- Masters of Learning and Organizational Change, Northwestern University

Successfully led multiple change initiatives including:

- Integrated library system migration/implementation
- New printer and computer management
- New website platforms
- Innovation strategy
- IT consolidation
- Merged units into a new division



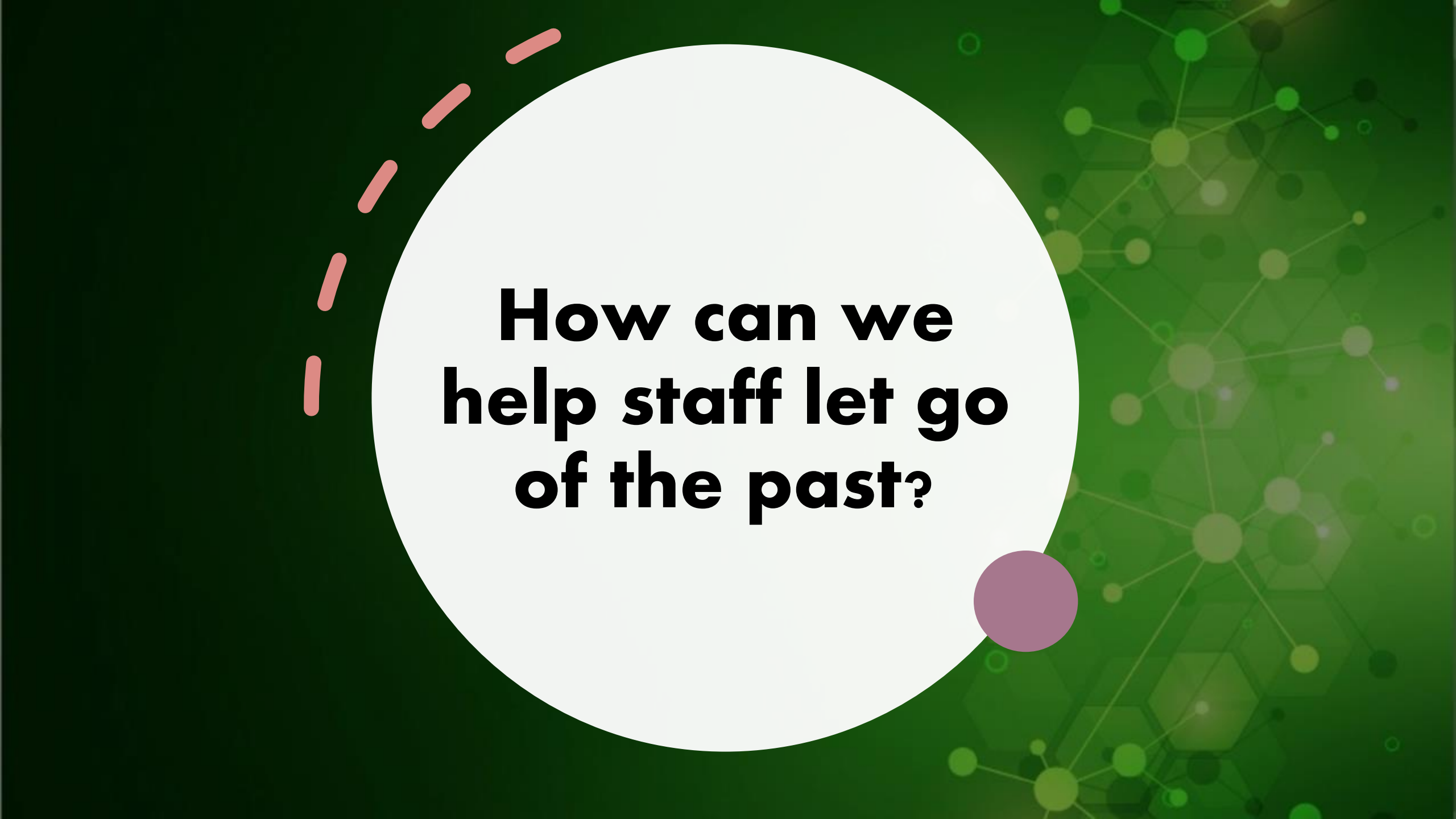
Definition of Change

1. make (someone or something) different; alter or modify.
2. replace (something) with something else, especially something of the same kind that is newer or better; substitute one thing for (another).



What is Change Management?

It is how we prepare, support and help ourselves, our co-workers, and the organization through change.

The image features a large white circle in the center, containing the text "How can we help staff let go of the past?". The background is a dark green color with a faint, glowing network diagram of interconnected nodes and lines. On the left side, there is a dashed pink arc. On the right side, there is a solid purple circle.

**How can we
help staff let go
of the past?**



Activity

1. Grab a piece of paper and a pen.
2. Reflect and answer the following question:
How do you usually react when change is introduced at work?
3. You can write sentences, phrases, or just a list of words.
4. I will give you 2 minutes.





Activity Continued

1. Now place the pen or pencil in your **other hand**.
2. Continue answering the question:
How do you usually react when change is introduced at work?
3. You can write sentences, phrases, or just a list of words.
4. I will give you 2 more minutes.

Reflection - Part 1

1. How did it feel to write your thoughts in the beginning?
2. How hard was it to continue to write using your opposite hand?
3. Did it come naturally, or did you have to stop and think about it?
4. What challenges did you experience? How did it make you feel?
5. Were you comfortable with doing this differently from your normal process?



Reflection – Part 2

How do you usually react when change is introduced at work?



Why



Change Management

- **Define Success**
What are you trying to achieve and why?
- **Define Impact**
How will the change impact individuals and groups?
How will this make things better for the organization?
- **Define the Approach**
How will success be achieved? What are the risks and barriers to success? Who is responsible for specific roles?
- **Manage the Change**
Develop and implement a communication plan. Build the necessary skills. Track the status of change to ensure it's on track. Mitigate barriers and staff fears. Make the change tangible for staff.
- **Sustain Outcomes** – After Go Live!
Reflect on the process. Were the desired results achieved? What additional actions are needed to sustain the change?
- **Operationalize the Change**

Inspired by Brief Overview of the Prosci 3-Phase

Process <https://www.prosci.com/methodology/3-phase-process>



What Can I Do?

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THE BEST-SELLING GUIDE TO DEALING WITH THE
HUMAN SIDE OF ORGANIZATIONAL CHANGE

Managing



MAKING THE MOST OF CHANGE

Transitions

William Bridges, PhD *with* Susan Bridges

Author of the best-selling *Transitions*

Foreword by PATRICK LENCIONI, best-selling author of *The Five Dysfunctions of a Team*

Types of Organizational Change

- **Introduction of something new.**
Examples include new leader, the introduction of a new service or strategy.
- **Replacing something that exists.**
Examples include policy updates, website upgrade, and migrating from one integrated library system to another.
- **Stop doing something.**
Examples include no longer offering a service or program.

2. I know things are changing but it has not changed yet.

NEW BEGINNINGS

NEUTRAL ZONE

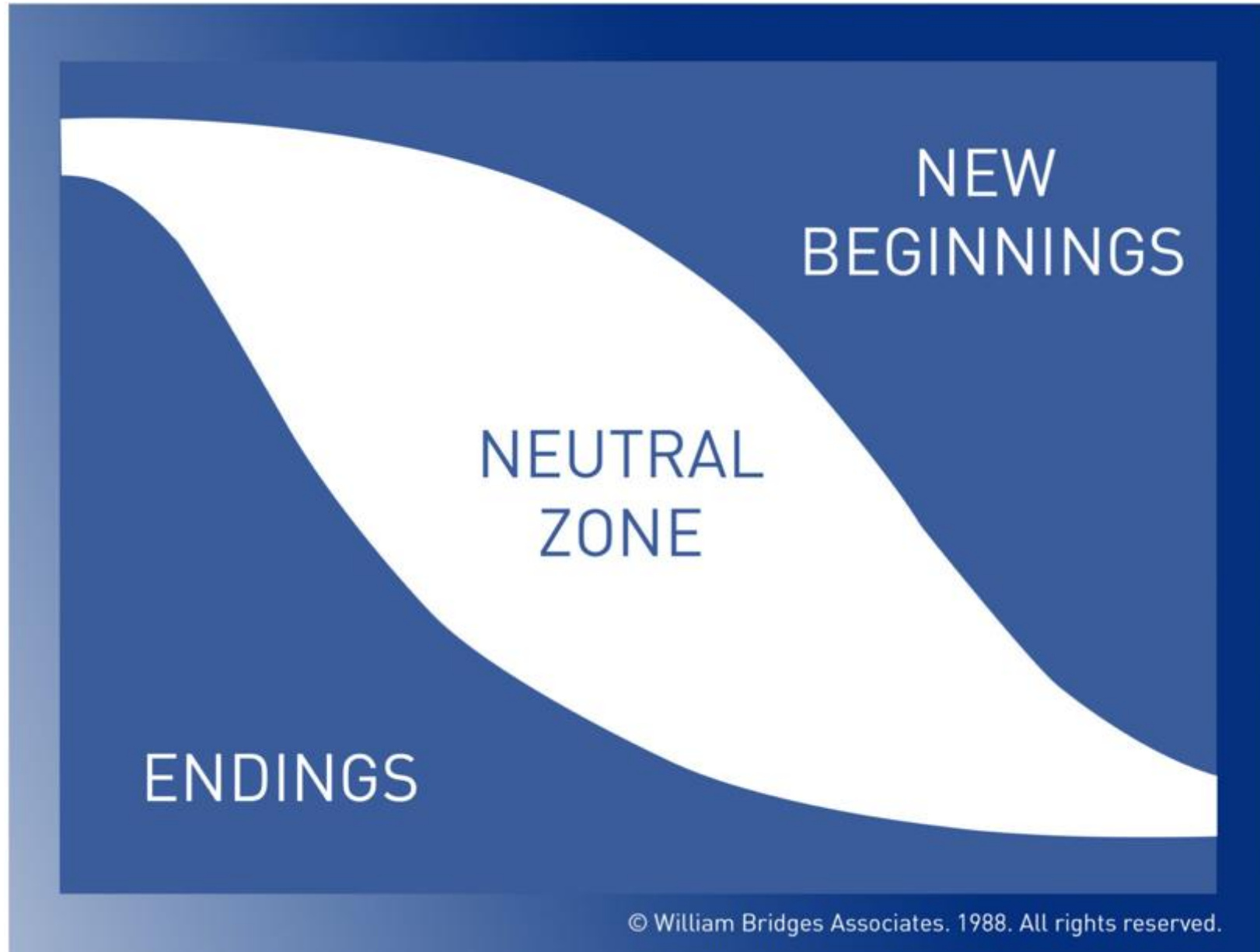
3. This is the new normal.

ENDINGS

1. What am I losing?
Beginning to understand the loss.

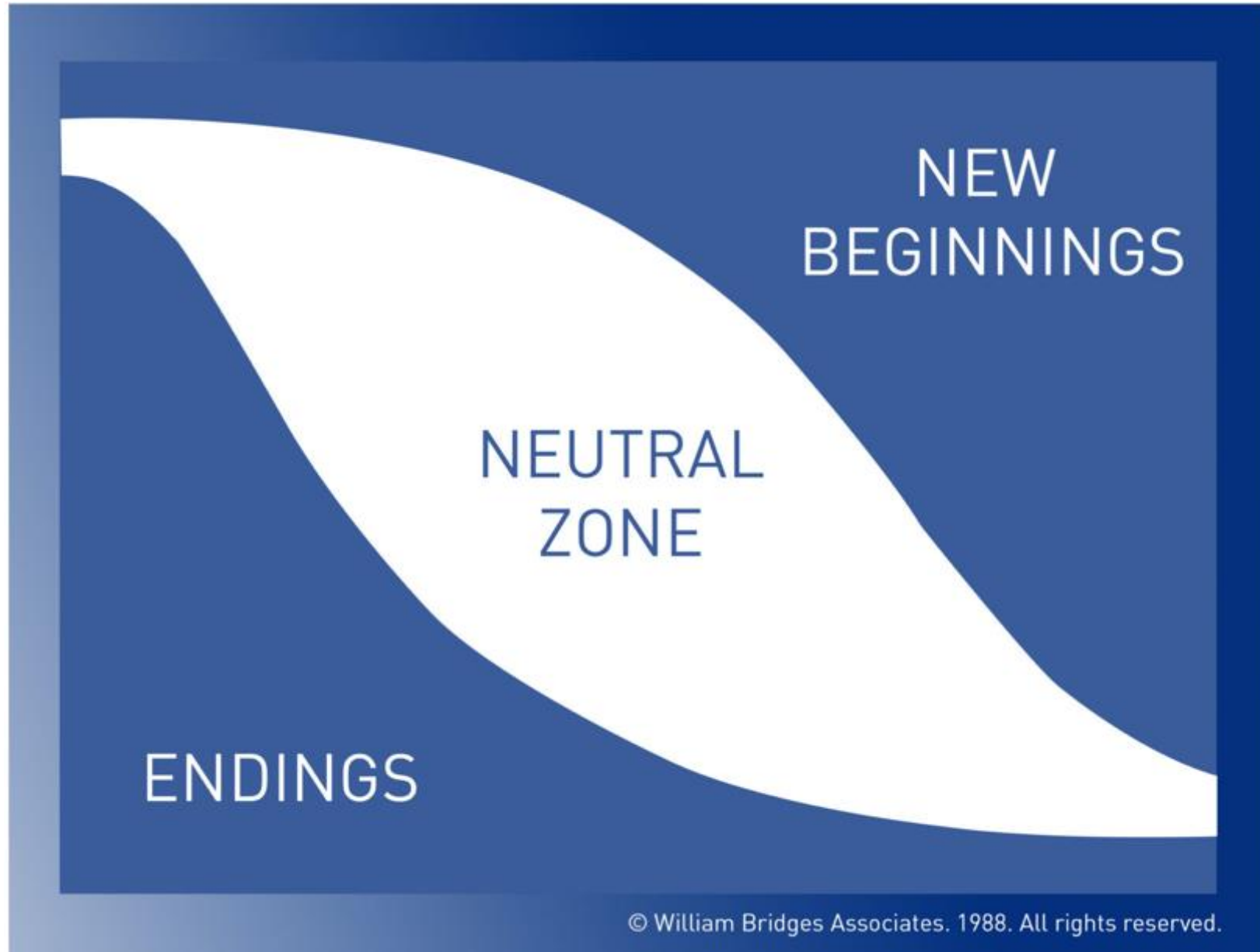
Phase 1: Endings

- What am I losing?
- Beginning to understand the loss.
- What will change?
- What stays the same?
- What role do I play?



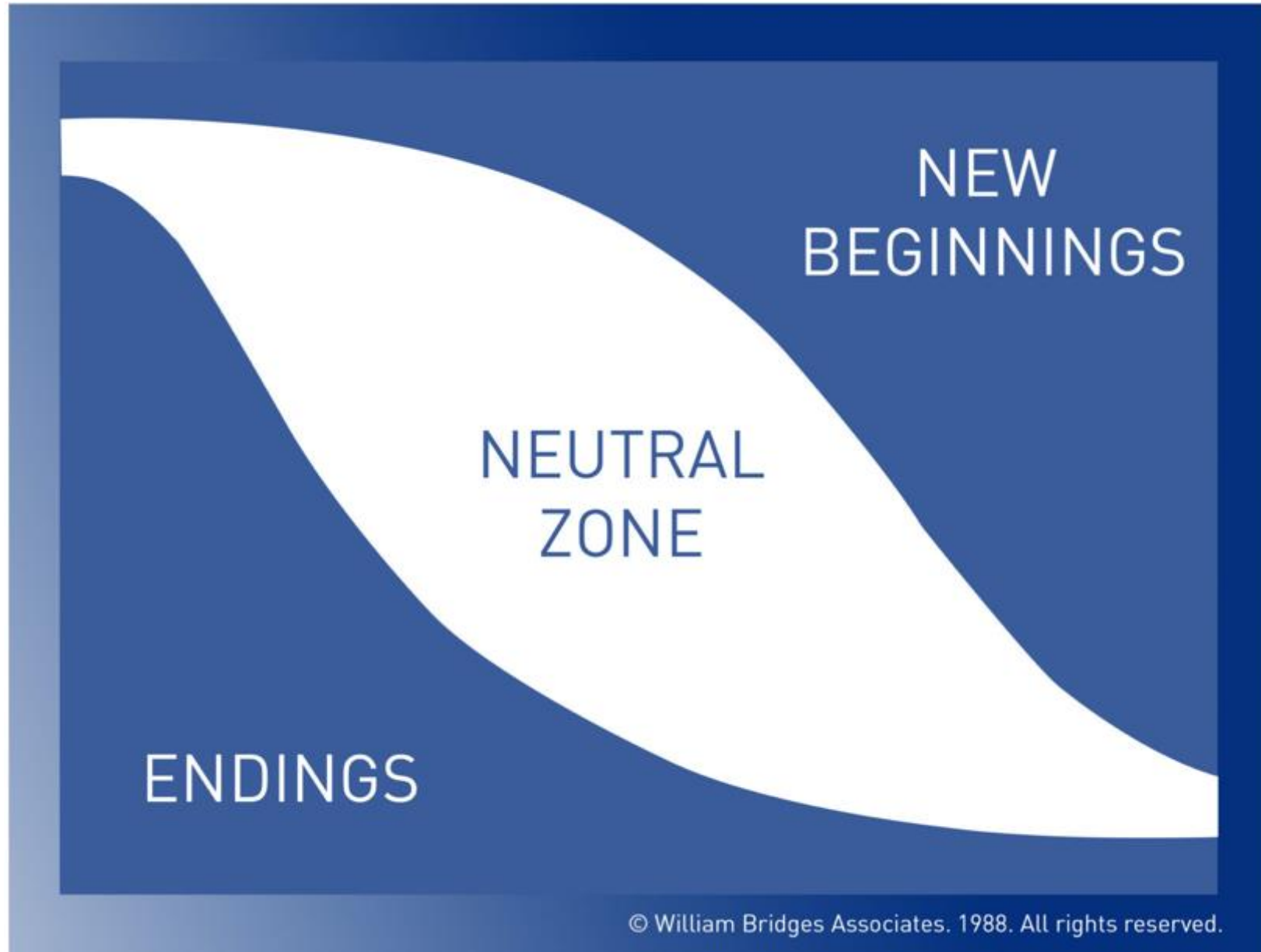
Phase 2: Neutral Zone

- Begin to participate in the change.
- Begin to prepare for the change, but the change has not happened yet.
- May attend training or learn new policies.
- Staff will be in the neutral zone even after the change occurs.

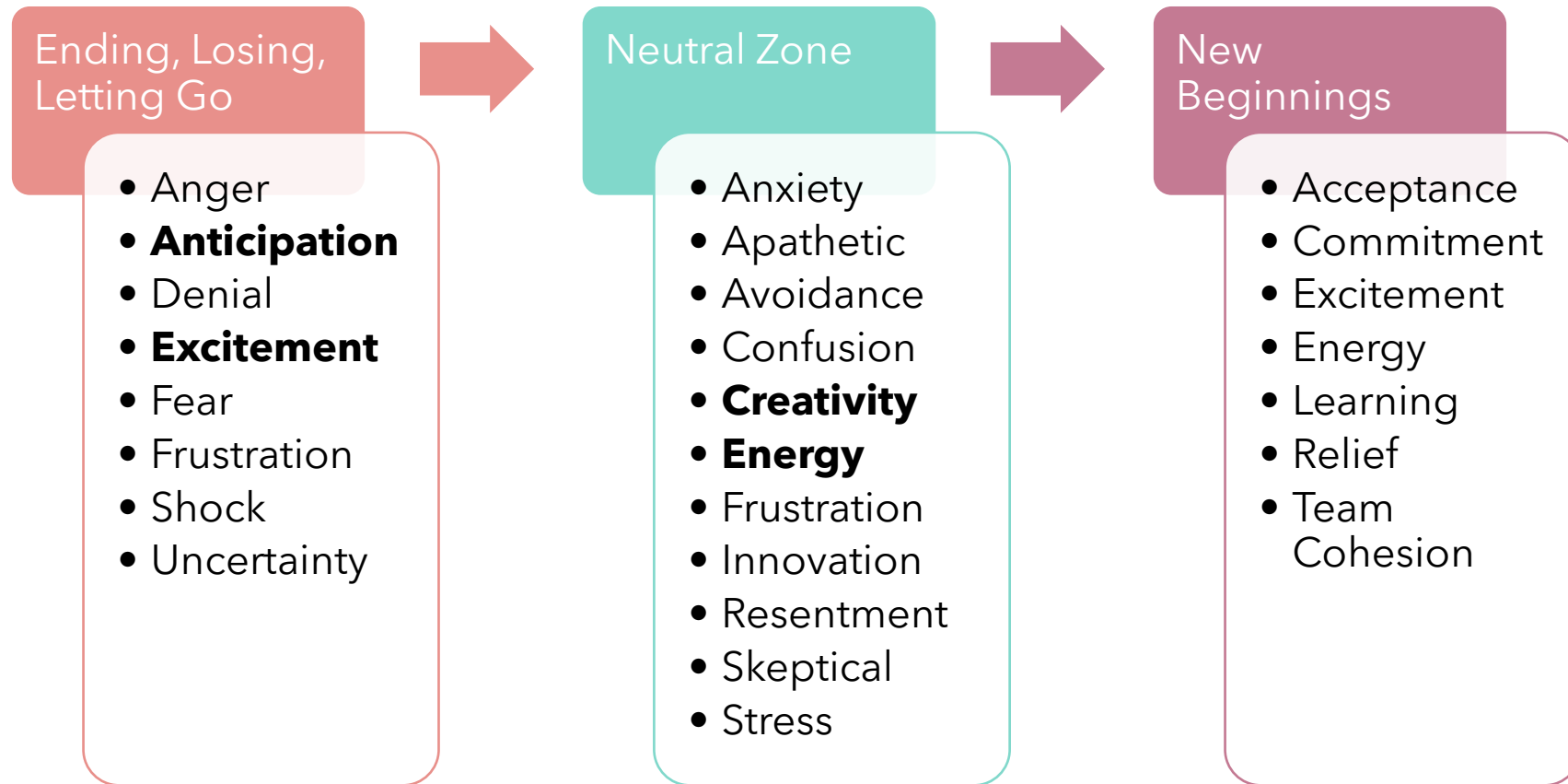


Phase 3: New Beginnings

- When the change becomes the new normal.



Emotions of Change

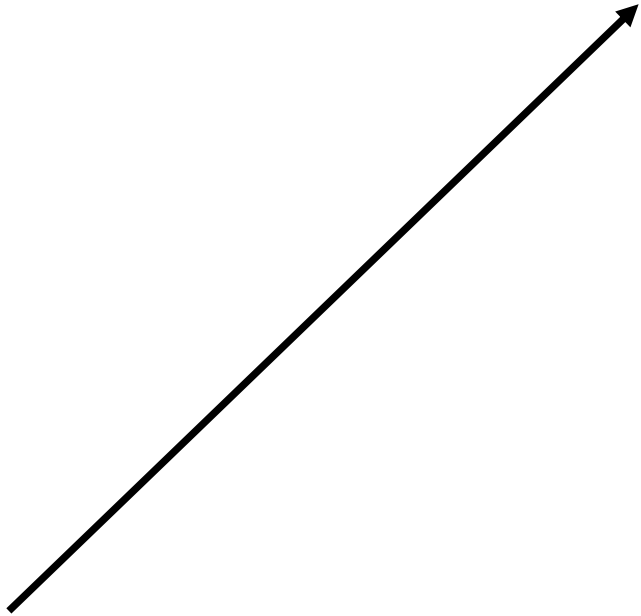


Bridges, William and Susan. Bridges. (2016) *Managing Transitions: Making the Most of Change*.



**We are all processing the
change at different times.**

Change Process

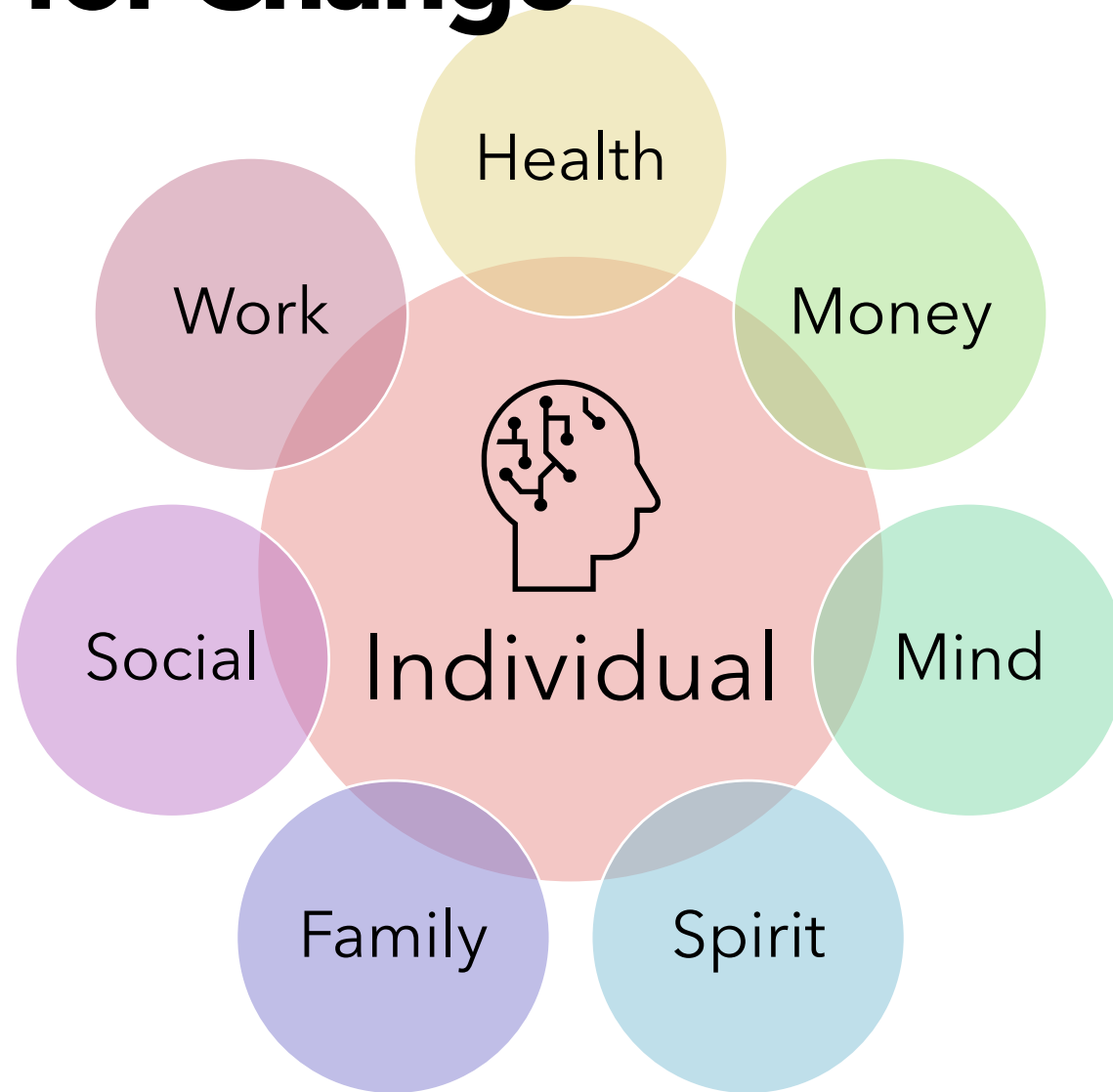


What people think change process should look like.




What the change process really looks like.

Readiness for Change



Types of Organizational Change

- **Introduction of something new.** Examples include new leader, the introduction of a new service or strategy.
- **Replacing something that exists.** Examples include policy updates, website upgrade, and migrating from one integrated library system to another.
- **Stop doing something.**
Examples include no longer offering a service or program.



Reflection - What types of changes have you gone through?



Activity – Why is this change hard?

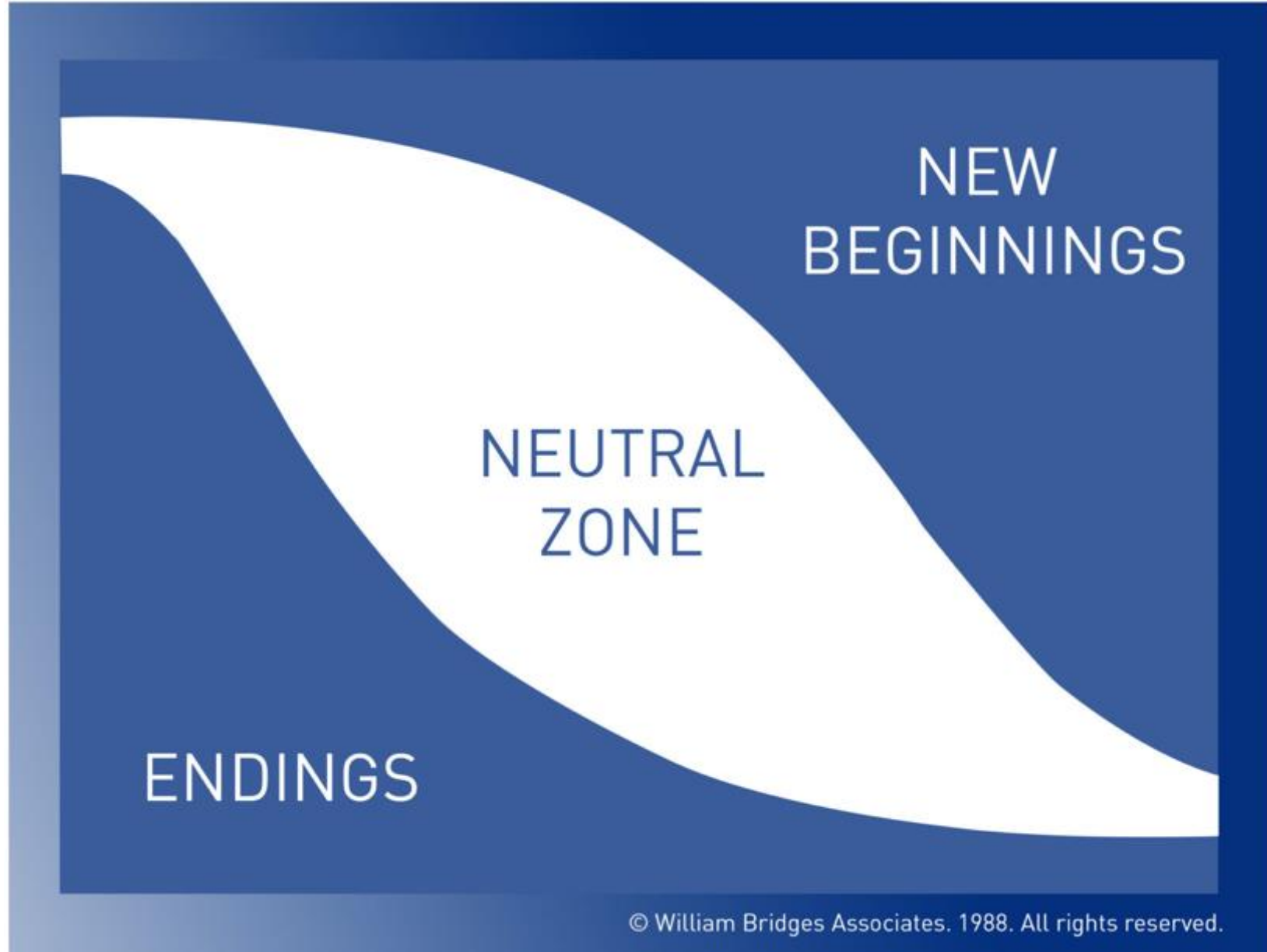
1. Make a list of changes are you going through at work or have recently gone through?
2. Using the list, highlight the change(s) that you found difficult because you you liked the current situation and found it difficult to let it go so you could accept the new situation.
3. Pick one of those changes that you highlighted that you will use in today's workshop.
4. List some of the reasons why you think you (or the people you were asking to change) had a hard time letting go of the current situation.



Change can be exciting...

Phase 1: Endings

- Resistant to change
- Fear
- Uncertain about their place
- Disengagement
- Shock
- Sense of loss



Why We Fear Change

- Fear of failure
- Fear we won't belong
- Fear of success
- Fear of rejection
- Fear of criticism
- Fear of the unknown

A decorative graphic consisting of a red dashed arc on the left side and a solid red circle in the top right corner.

**When we name our fear, we
have power over it. It will
not have control over us.**



Activity: Name Your Fear & Create a Plan

When _____ (describe your fear) _____ happens

I will:

1.

2.

3.



Create a Plan: Example

When a patron calls because something is wrong with their patron account, but I can't easily figure out why the problem occurred I will:

1. ask to place the person on hold, take a deep breath and study the record. If I still can't resolve the issue, I will....
2. see if I can find a colleague who can help me resolve the issue. If I can't find a colleague or working together, we can't solve the problem in a timely manner, I will
3. talk to the patron, get their contact information and preferred time to talk and contact them at the agreed upon time with the solution.



Name Your Fears

1.

2.

3.

4.

A decorative red brushstroke consisting of several curved, overlapping segments in the bottom-left corner of the page.



Create a Plan

When ___ (describe your fear) ___ happens

I will:

1.

2.

3.

Pair and Share

1. Turn to someone near you.
2. Take turns sharing your fear and your action plan.
If you are uncomfortable sharing your fear and plan, that is OK.
3. Provide feedback on the plan.



Where do I belong?

Superpower

Superman's powers:

- Flying
- Incredible strength
- X-ray vision
- Empathy
- Helps anyone with a problem





What's Your Superpower?

Superheroes are not the only ones with superpowers.

Examples of superpowers:

- I have a positive attitude even when times are tough.
- I embrace ambiguity.
- I have a good eye for detail.
- I am sensitive to what other people are thinking and feeling.
- Being able to admit mistakes and say I am sorry.
- I have an infectious laugh that makes people smile.
- Be able to recognize and acknowledge people's contributions.



Activity - What's Your Superpower?

Write down what you believe to be your best superpowers at work.

Please identify at least 2 examples.

Remember:

- It does not have to be unique only to you.*
- It does not need to be extraordinary.*

Examples:

- I have a positive attitude even when times are tough.
- I embrace ambiguity.
- I have a good eye for detail.
- I am sensitive to what other people are thinking and feeling.
- Being able to admit mistakes and say I am sorry.
- I have an infectious laugh that makes people smile.
- Be able to recognize and acknowledge people's contributions.

What is Your Kryptonite?

We all have a personality trait that keeps us or others from succeeding during times of change or high levels of stress.

Examples of kryptonite include:

- Being unable to accept constructive feedback.
- I don't like to make a change until everything is 100 percent right.
- I get short tempered when I am hungry.
- I start looking for a solution before I hear the entire problem.
- I am afraid to make mistakes.
- I am not patient.



Activity - What's Your Kryptonite?

Write down what you believe to be your kryptonite at work when it comes to change or stress.

Please identify at least 2 examples.

Remember:

- *It does not have to be unique only to you.*

Examples:

- Being unable to accept constructive feedback.
- I don't like to make a change until everything is 100 percent right.
- I get short-tempered when I am hungry.
- I try to find the solution before I hear the entire problem.
- I am afraid to make mistakes.
- I am not patient.

Overcoming Your Kryptonite?

Just because we have a kryptonite it does not mean it has to stop us from succeeding. All great superheroes know what their kryptonite is and take actions to overcome it.

Kryptonite	Solution
Unable to accept constructive feedback.	<ol style="list-style-type: none">1. Don't react right away. Listen.2. As the person gives you feedback listen and don't interrupt.3. Ask question when they are done.
I get short tempered when I am hungry.	<ol style="list-style-type: none">1. Don't skip meals.2. Have snacks nearby.



Activity - Overcoming Your Kryptonite?

Exercise

- 1. Select a kryptonite.**
- 2. Identify 2-3 ways in which you can overcome it.**

Examples:

- Being unable to accept constructive feedback.
 1. Don't react and listen.
 2. As the person gives you feedback, listen and don't interrupt.
 3. Ask questions when they are done.
- I get short-tempered when I am hungry.
 1. Don't skip meals.
 2. Have snacks nearby.



Sense of loss



Our feelings are not there to be cast out or conquered. They're there to be engaged and expressed with imagination and intelligence.

T. K. Coleman





- Make space for those who need it to mourn.
- People may be mourning different things.
- Don't require people to mourn.
- Mourning is complicated and involves various emotions like sadness, anger, anxiety, and depression.



- Identify what you have lost.
- Find people you trust and share your feelings about the change.
- Acknowledge the loss.
- Treat the past with respect.
- Remember that your expertise and experience is still valued.
- Mark the ending in some way.
- Reflect on how the work you did contributed to supporting the library's mission and vision and helped bring about this change.

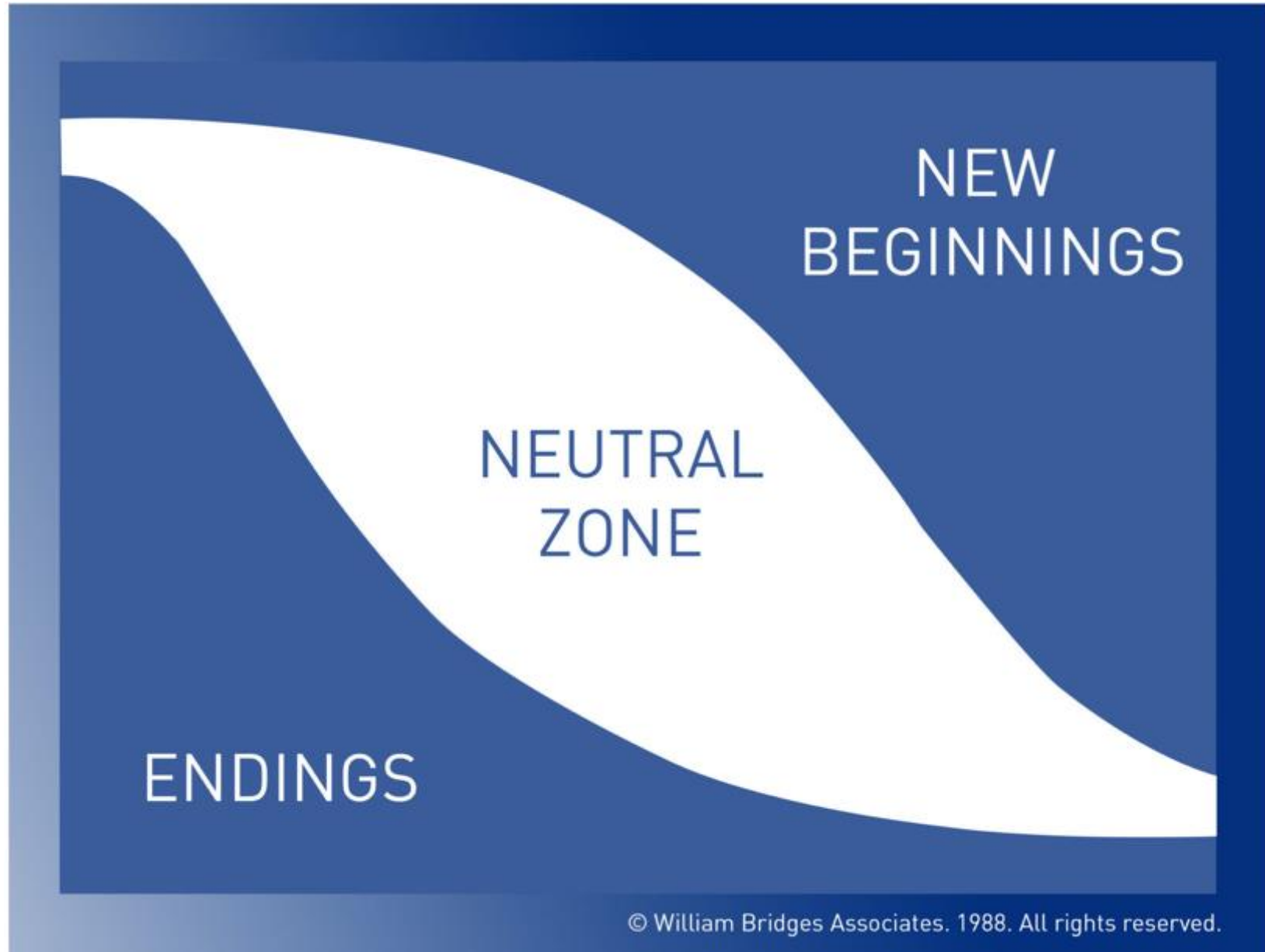
Reflection

- Thinking about past changes you have gone through at work what are things the organization did to help support you?
- Thinking about past changes you have gone through at work what do you wish the organization had done to help support you?

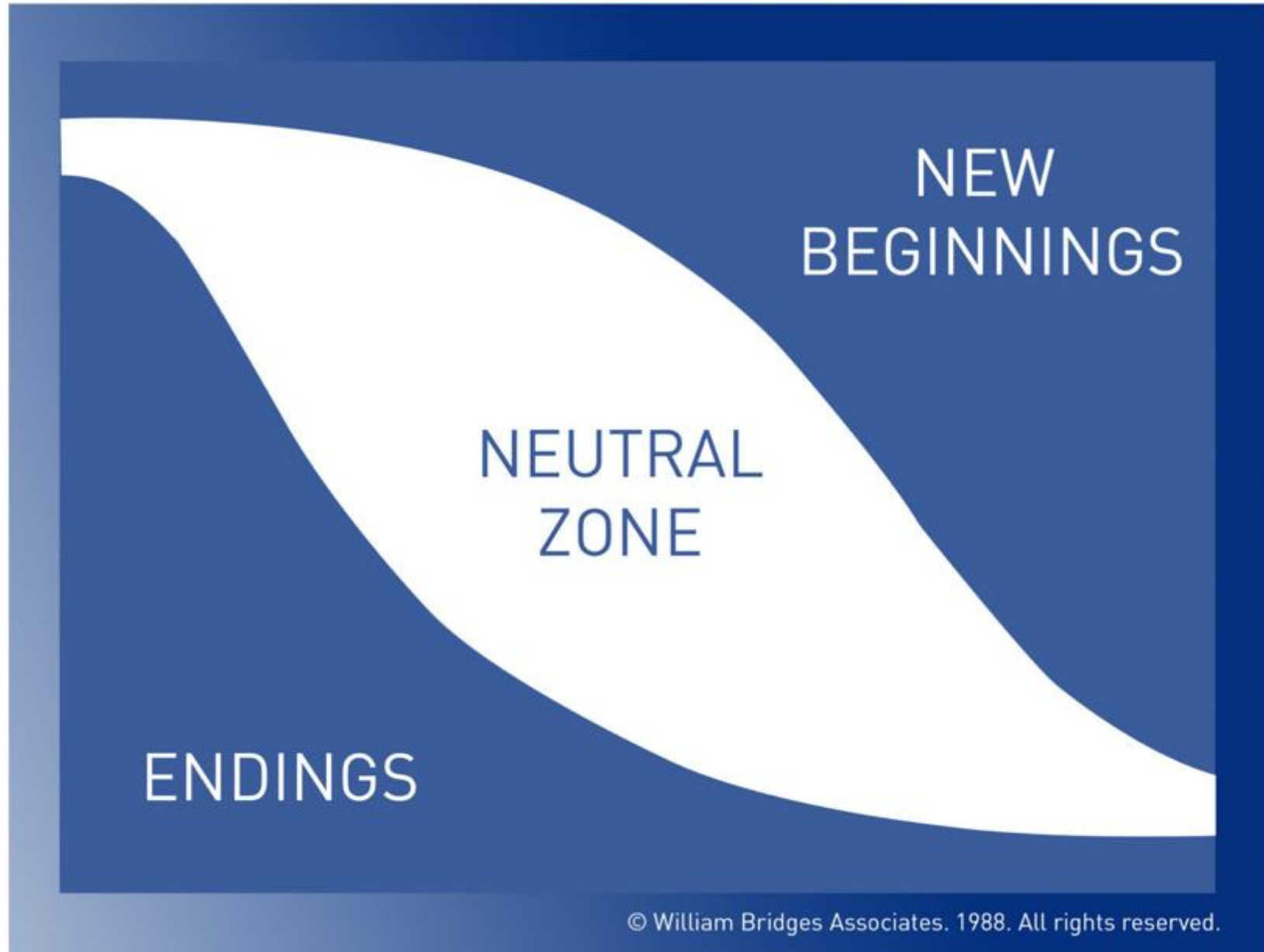


Phase 1: Endings

- **Resistant to change**
- **Fear**
- Uncertain about their place
- Disengagement
- Shock
- **Sense of loss**



**Phase 2: Neutral Zone
and Phase 3: New
Beginning's**





What are you gaining?



Remember What You Gained

- Keep a list of what excites you about the change.
- Keep a list of what makes you thankful.
- Refer to the list when you or a colleague are frustrated or discouraged.



Understand the BIG picture



Understanding the Big Picture

1. Break into groups
2. Each group will be given a puzzle to complete. DO NOT look at the puzzles on the other tables!





Understanding the Big Picture

Each group has been given one section of the puzzle

- Before you put the puzzle together, try to guess what it is.
- Put the puzzle together and see what it is!
- After the team completes the puzzle, answer:
 - What do you think displays on other people's puzzles?
 - What do you think the overall theme of the puzzle is?





Understanding the Big Picture – Group Reflection

- How might you learn more about how this change benefits others within the library?
- Who would you talk to?





Identify the possibilities



What Does the Future Hold?

Using the change you identified, create 3-5 positive headlines that could be featured in a future library newsletter or annual report. The headline should highlight something new that happened at the library because this change occurred.

Examples:

- 5 Teens Received \$1000 Start Up Funds and a Mentor to Start A Business
- Summer Learning Challenge Decreases Learning Loss
- Eliminating Fines for Overdue Materials Increase Circulation by 20%





Reduce stress



5 Finger Breathing Technique

1. Hold your hand up and stretch your fingers out like a star.
2. Using the pointer finger of your other hand begin to trace the finger around your thumb.
3. Start at the bottom of your thumb and slide your finger up your thumb.
4. Pause at the top, and then slide your finger down the other side. Repeat on each finger until you trace your pinky.
5. Repeat the process but this time breath in as you slide your finger up your thumb, pause at the top, and then breath out as you slide your finger down the other side. Repeat on each finger until you trace your pinky.





Before we start our last activity... are there any questions?



Design your own support



Design Your Own Support

1. Using the change you identified earlier, list ways your organization could have better supported you.
2. Pick one idea from your list or the board.
3. Either working on your own or as part of a group, create a prototype that shows or explains how your intervention would work.
4. Share your intervention with the group (volunteers only!)



Give yourself time.

**You will successfully
navigate the change!**



Thank You

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