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## Leading Change in Academic Libraries

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# Leading Change in Academic Libraries

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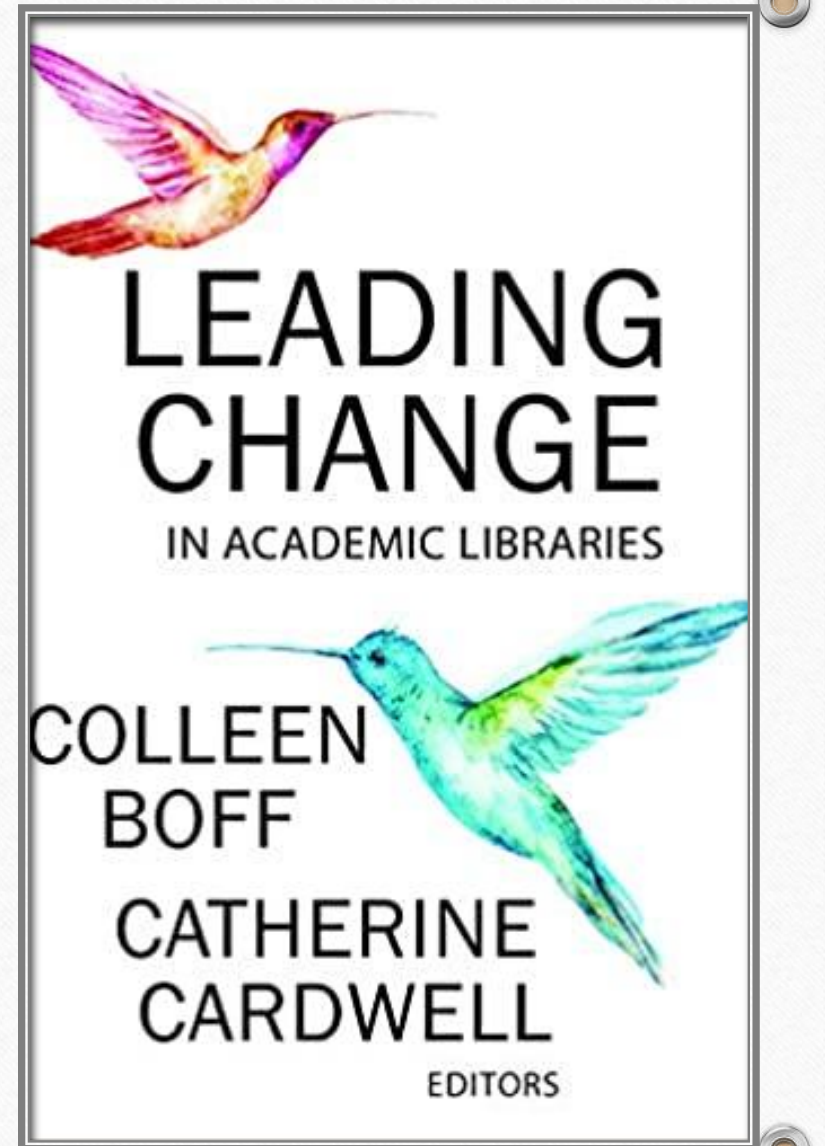
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## Monograph Project

- 20 stories written by librarians in the US and Canada
- 2 and 4 year institutions; public and private
- Groupings: strategic planning, reorganization, culture change, new roles, technological change





Kotter, J.P. (1996). *Leading change*. Boston, MA:  
Harvard Business School Press

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1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

- Contributing authors used this framework to analyze change AFTER it occurred!

# How can you use Kotter's Model?

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- To design a change process
- To evaluate a change that has happened
- To jump start a stalled change process

# Use of Kotter's Model within Library Literature

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- An examination of the Kotter model in the context of other long term change models (Farkas, 2013; Smith, 2011; Novak & Day, 2015)
- Case studies where library administrators use the Kotter model mostly to analyze library wide change after the fact (Fox & Keisling, 2016; Horn, 2018; Wheeler & Holmes, 2017; Sidorko, 2008)
- Librarians actively using the change model to transform certain functions in their library such as creating a culture of assessment (Carter, 2014; Farkas, 2013) or reorganizing a department (Hackman, 2017)



# Checking In

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- What is the number one barrier to change in your organization?

Your university is facing budget cuts and is offering a buy-out package. As a result, 40% of the employees in the library are leaving. At least one of the units has no employees remaining. It is clear that a reorganization is now needed.



“Library organizations are extremely complex and subject to completely unforeseen forces (e.g. a leader’s death). Despite Kotter’s framework, bringing about change can be difficult to institute within a precise and logically laid out model. Humans are complex creatures, and that complexity is evidenced daily as an organization evolves and confronts both planned and unexpected changes.”

Diane Klare & Melissa Behney

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