Appendix B

Information about the ACRL Monograph Project
Leading Change in Academic Libraries

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We have chosen Kotter's eight-stage change model to structure the change studies in this monograph for a few reasons. First, it provides a uniform framework for readers to rely upon as they move through each change study. Secondly, it provides us with a common language across change studies. Lastly, it provides the editors with a common structure for analysis across change studies. As the editors, our goal is to analyze all of the change studies at each of the eight stages to identify areas of strength in the change process and areas of opportunity for professional development. The complete citation to Kotter's work is Kotter, John P. (1996). *Leading Change.* Boston, MA: Harvard Business Review Press.

It is not necessary to have used this particular framework during the change process. However, we would appreciate it if you could address each of the eight stages in telling your story whether the stage was pertinent to your change process or not.

Important!

Use each of the sections and the headings to organize your chapter. However, the questions are to prompt your thinking. No need to answer the questions directly in your narrative.

Setting the Change Stage

Be sure to include the following in your description of your change experience:
- Name and location of institution

- Size of institution
- Carnegie classification
- What type of change was this? (e.g., strategic planning, assessment, reengineering, reorganization, innovation, starting a new initiative, other)
- What was the scope of the change? (e.g., involved a single unit or department, involved multiple departments within the library, involved the entire library, involved multiple units within the library and on campus, other)

Warm-up Phase

STAGE 1: ESTABLISHING A SENSE OF URGENCY

- What crisis or problem was your team trying to solve?
- What data or information did your team use to formulate this crisis or problem?
- Who was this crisis or problem communicated to?
- Approximately what percentage of the organization/unit was made aware of and believed the crisis or problem?

STAGE 2: CREATING THE GUIDING COALITION

- Describe who was on your team. What were their titles and roles in the organization?
- Were there people who were not on your team that should have been?
- Did the team have a charge and if so by whom?
- Did the team have established goals?
- Did the team have credibility among those outside the team?
- What were the dynamics among the team members?

STAGE 3: DEVELOPING A VISION AND STRATEGY

- Was there a vision to guide the change and if so, who set it and how? "A vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future" (Kotter, 1996, p. 68).
- What specific strategies, plans and/or steps were developed to achieve the vision and what was the timeline?

STAGE 4: COMMUNICATING THE CHANGE VISION

- What did your team communicate about the change?
- With whom did your team communicate about the change?
- How did your team communicate about the change?
- How often did your team communicate about the change?

Introducing New Practices Phase

STAGE 5: EMPOWERING BROAD-BASED ACTION

- What were the barriers to change and how were those dealt with?

Stage 6: Generating Short-Term Wins

- Kotter defines short-term wins as visible, unambiguous, and clearly related to the change effort (p. 121). What short-term wins did your team have and when did these happen in relation to the timeline?

Stage 7: Consolidating Gains and Producing More Change

- Describe the series of changes that took place that cumulatively added up to major change.
- What strategies did your team use to maintain momentum?
- How did the team handle complacency or resistance within the team and/or outside of the team?

Grounding Phase

Stage 8: Anchoring New Approaches in the Culture

- Is this change experience or any part of it still in place? If so, what strategies were employed by your team to anchor this change? If not, what prevented the change from being anchored?

Analysis and Conclusions

- What areas of the change process did your team do particularly well?
- Where in the change process could you and your team have used some support and what would that support have looked like?
- What did you like/dislike about the Kotter change model?