Leading Your Library *Fearlessly* Through Change

Strategies for Facilitating Change Acceptance Among Staff, Patrons & Trustees

with Jeff Russell

RECHARGE
WISCONSIN LIBRARY ASSOCIATION
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Russell consulting, inc.

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My Street Cred:

- Co-director of RCI with my business and life partner Linda.

- 30 years consulting with organizations of all types.

- Authored nine books on such topics as employee engagement, leading change, strategic planning, and fearless performance reviews.

- Have consulted with libraries and library systems throughout Wisconsin.

Our Agenda

- Exploring the drivers of change and their impacts on people (staff, patrons, and trustees).

- Introduce a model for understanding the emotional journey through change.

- Identify the actions that leaders can take to guide others through change.

- Why people embrace/flee change.

- The origins of change resistance.
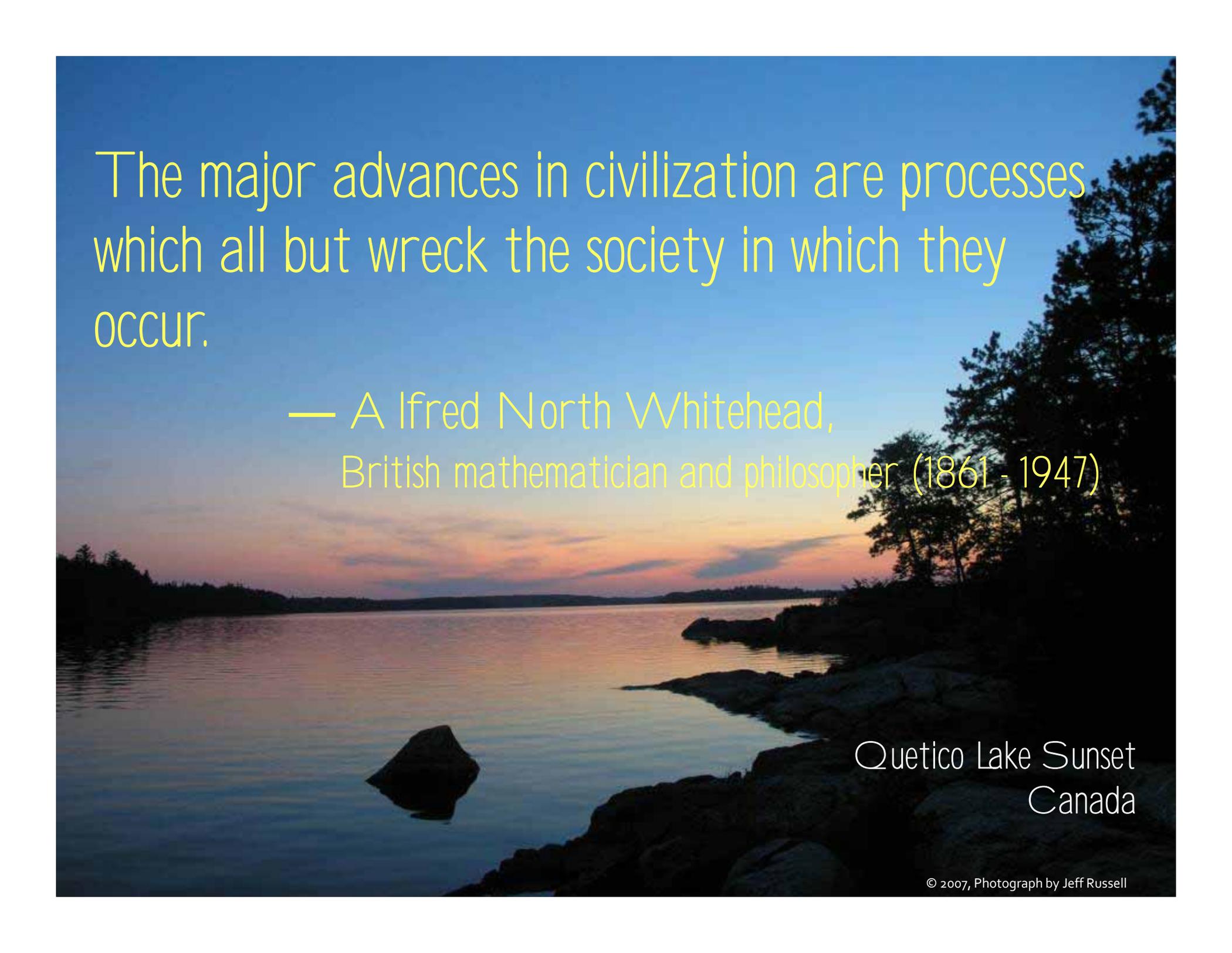
The major advances in civilization are processes which all but wreck the society in which they occur.

— Alfred North Whitehead,
British mathematician and philosopher (1861 - 1947)

Quetico Lake Sunset
Canada

Do people resist change?

People don't resist change, they resist *BEING* changed!

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The Forces Driving Change . . .

External Forces Driving Change

- Economy
- Market niche
- Technology
- Demographic shifts
- Human/social needs and values
- Government policies, laws and regulations

Your Library Today

Internal Forces Driving Change

- Leadership and vision
- Performance challenges
- Workforce demographics
- Employee morale/satisfaction
- New ideas

How are people responding to all this change?
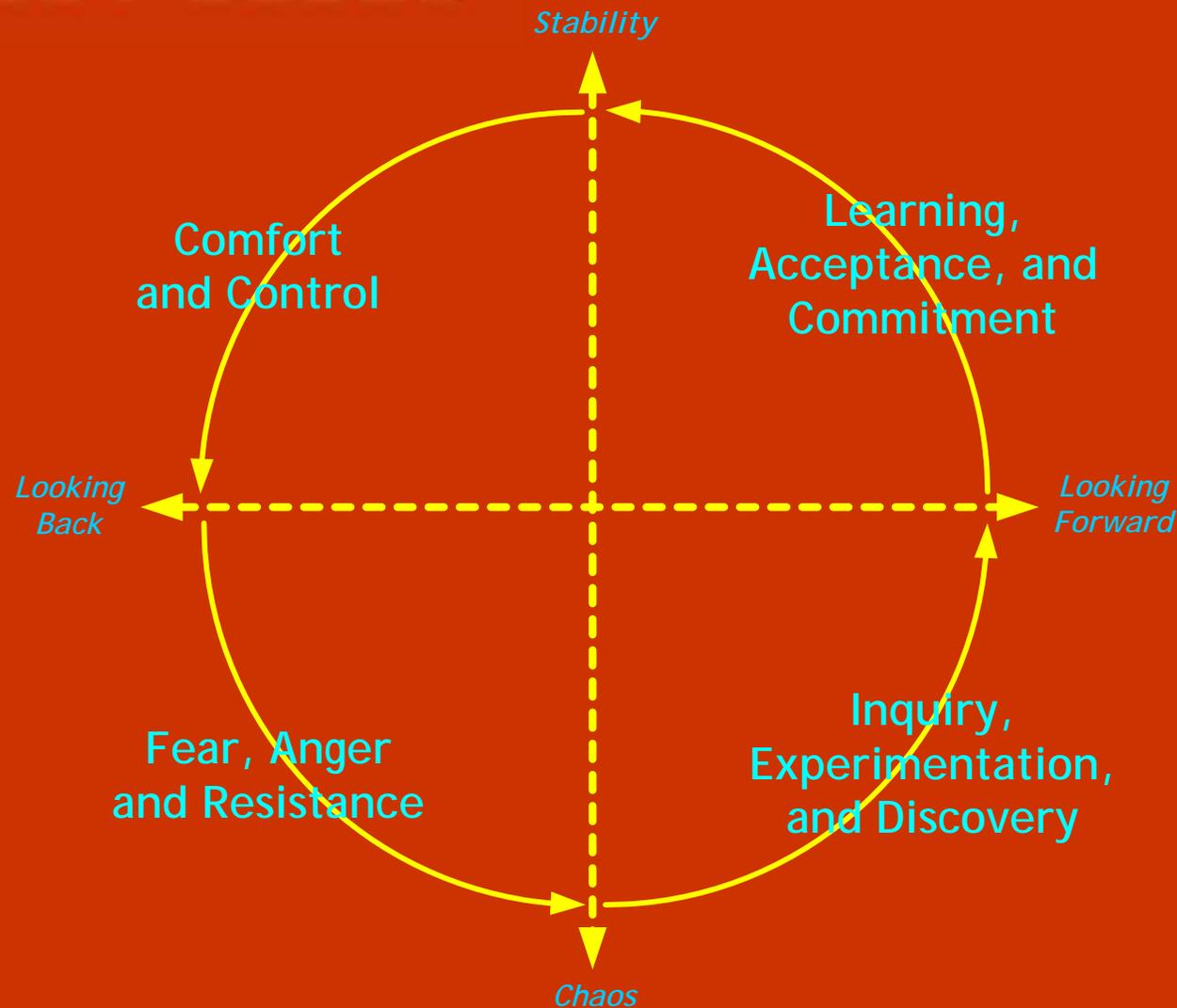
Characteristics of Comfort and Control

- Comfortable
- Safe
- Everything's fine
- Happy
- Satisfied
- No problems
- Positive
- Rewarding
- In control
- I'm okay, you're okay!

People feel comfortable, safe, and in control. They are working hard — but often on the wrong things.

Characteristics of Fear, Anger, and Resistance

- Frustration
- Anger
- Fearful
- Betrayed
- Upset
- Confused
- Challenged

- Hostility
- Anxiety
- Self-doubt
- Lost
- Dazed

People feel frustrated, angry, and fearful about the change. Performance deteriorates.

Characteristics of Inquiry, Experimentation, and Discovery

- Confused
- Questioning
- Hopeful
- Opportunity
- Frustrated
- Disappointed
- Challenged
- Half-way there!
- Making progress

- Going in all directions at once!
- Searching for solutions
- Exciting!
- Innovation/creativity

People want to make the change work — on their terms as well as those of the organization — but they don't have clear answers.

Characteristics of Learning, Acceptance, and Commitment

- Now I know!
- Energized
- Success!
- We made it!
- Relief
- Wow!
- Self-confidence
- Satisfied
- Comfortable
- What's next?

People are focused upon and excited about the future. They begin working together to accomplish the change vision.

Actions for Comfort and Control

- Acknowledge their successful past.

- Get people's attention!

- Sell the need for change . . . sell the pain and the consequences of <u>not</u> changing.

- Immerse people in information about the change . . . patron complaints, budget data, increasing costs, competitive pressures.

- Let people know it will happen — one way or another!

- Give people time to let the ideas sink in.

- Don't sell the solutions . . . sell the <u>problem</u>!

Actions for Fear, Anger, and Resistance

- Co-create the vision.
- Listen, listen, listen.
- Acknowledge people's pain, perceived losses, and anger.
- Strive to address their perceived losses.
- Tell people what you know — and what you <u>don't</u> know.
- Don't try to talk people out of their feelings.
- Discuss ways to *<u>solve</u>* the problems people see with the change.
- Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Actions for <u>Inquiry, Experimentation, and Discovery</u>

- Give people freedom <u>and</u> direction.
- Give people permission to find their own solutions.
- Encourage people to take risks.
- Affirm and refine the vision — make room for others' ideas.
- Tell people as much as you know.
- Encourage teamwork and collaboration.
- Encourage personal reflection and learning.
- Provide people training and support.
- Set short-term goals – celebrate little victories!

Actions for <u>Learning, Acceptance, and Commitment</u>

- Acknowledge their hard work.
- Celebrate successes and accomplishments.
- Reaffirm the vision.
- Bring people together toward the vision.
- Acknowledge what people have left behind.
- Develop long-term goals and plans.
- Provide tools and training to reinforce new behaviors.
- Create systems and structures that reinforce new behaviors.
- Reward the new behaviors.
- Prepare people for the next change: ask questions, provoke reflection, identify future risks, etc.
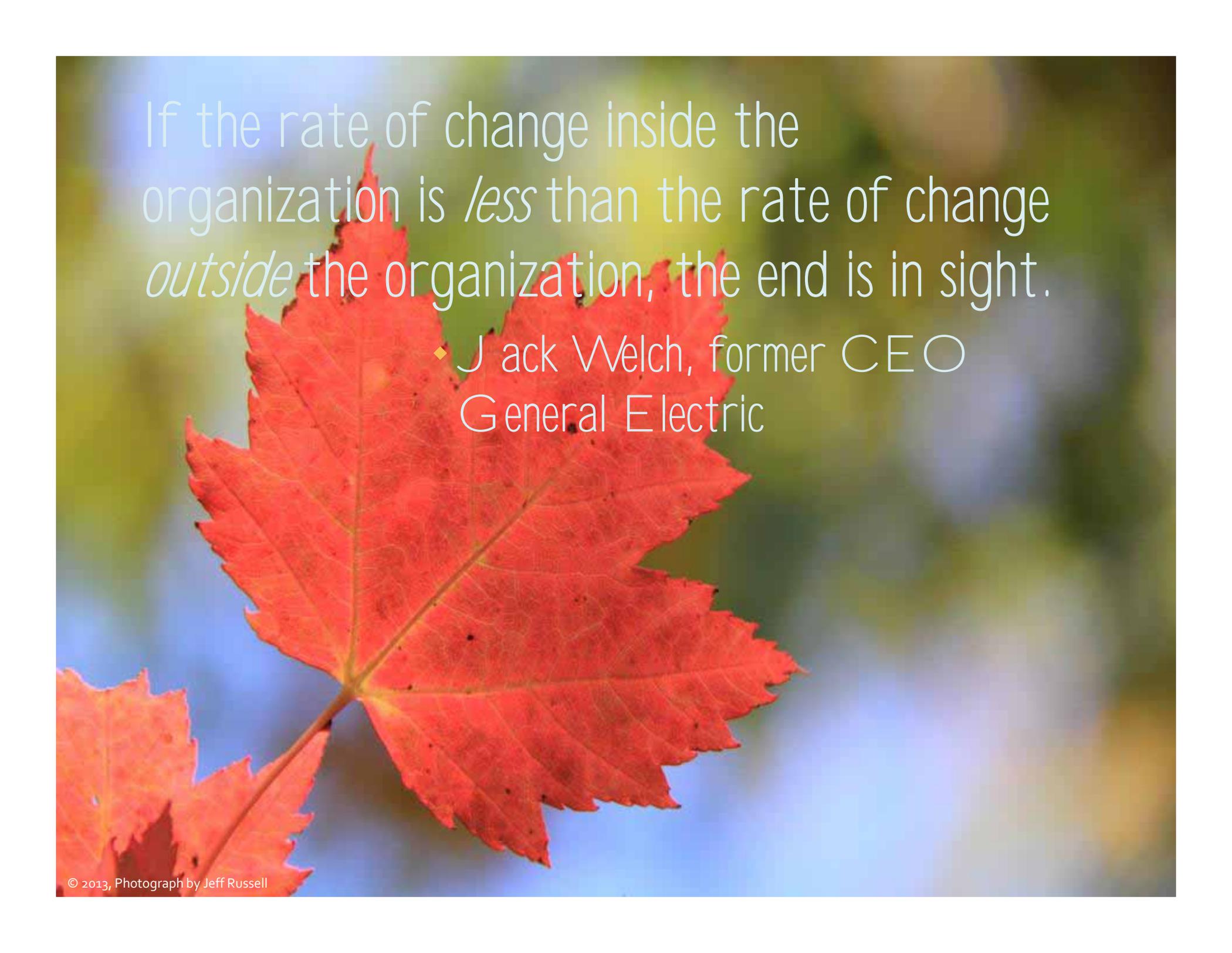
If the rate of change inside the organization is *less* than the rate of change *outside* the organization, the end is in sight.

♦ Jack Welch, former CEO General Electric

Embracing/Fleeing Change . . .

Change Driver/Barrier	People Embrace Change When . . .
Reason/Rational/Logic (appealing to the mind)	A rational cost/benefit analysis says: "It makes sense to do this."
Inspiration/Aspiration (appealing to the heart)	Their deeper hopes, dreams, values are activated and mobilized. "I'm excited! Let's make this happen!"
Fear/Blocking Emotions (addressing people's fears)	Their fears, anxieties, blocking emotions are reduced. "I feel better about this now."
Mindsets/Beliefs/Assumptions (speaking to people's deeper beliefs and values)	Their mindsets, beliefs, values, and assumptions are engaged/challenged and they see the need to adjust these to achieve goals. "I can see that I need to approach the future differently."
Politics/Power/Influence (helping people regain or maintain their influence)	Their base of power/influence is altered, their needs/interests shift, and they want to regain their power/influence. "The rules have changed and if I want to be a player I need to adjust . . ."

The Origins of *Fear* and Resistance

1. They fear <u>losing</u> something of value.

2. They lack <u>trust</u> those who lead or misunderstand motives.

3. They <u>disagree</u> on the merits of the change.

4. The have a low personal <u>tolerance</u> for change.

It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.

— Charles Darwin

British naturalist

c. 1809-1882

Blessed are the flexible, for they shall not be bent out of shape.

— Dr. Michael McGriffy

Thank You!!

Good luck with leading *fearless* change at your library!

Visit RCI at www.RussellConsultingInc.com for more information on our training and consulting services.

The PPT slides will be on our website next week!

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