

Change Management and KM

Ethel M Salonen MSLS, MA, FSLA

SLA San Diego, CA

June 9-11, 2013

Categories of Change

- * Incremental
 - * Happens every day, continuous, imperceptible
- * Cataclysmic
 - * Consequence of uncontrollable natural or social phenomena/activities
- * Paradigmatic
 - * Paradigm shift – a new way of perceiving what was known before

Source: Greer, Roger C., [Introduction to the library and information professions](#), Libraries Unlimited, Inc. 2007

A way to get something accomplished

- * Common Framework
 - * Common set of definitions, approaches and simple checklists that everyone is familiar with
- * Integration
 - * Is it part of your business/strategic plan and not an add on?
- * Accountability
 - * Needs to be systematic and rigorous

Source: Ashkenas, Ron, [Change Management Needs to Change](#), April 16, 2013. HBR Blog Network

Communication

- * Four phases of a persuasion campaign
 - * Change is imperative and this is the right direction to take
 - * Create preliminary plan and gather feedback
 - * Manage employee issues and expectations with communications
 - * Monitor behavior to ensure that the change continues
- * Goal is to create a continuously receptive environment for change and that something useful will come out of it
- * Requires management oversight, capacity an understanding of resistance
 - * Garvin, David A and Roberto, Michael A.; [Change Through Persuasion](#), Harvard Business Review, February 2005

Communication

- * Leadership Lessons from Star Trek: The Next Generation – Make it So.
 - * Chapter on Communication
 - * “And so it is that despite the sophistication of the Federation’s technology, the fundamental challenge of effective communication in the 24th century remains as it was in all preceding millennia: messages given must not only be received, they must also be understood. To be sure, this challenge cannot be met by communications technology alone.”
 - * Admiral Andrea Brand, Superintendent, Starfleet Academy
 - * Roberts, Wess and Bill Ross; [Leadership Lessons from Star Trek: The Next Generation – Make it So](#), Pocket Books, 1995

What we have experienced

- * Incremental
 - * Mobile apps for digital content
 - * Social media engagement with customers
 - * Yammer
- * Cataclysmic Change
 - * Colorado Wildfires
- * Paradigmatic
 - * MITRE Way
 - * Collaboration coves
 - * Big data