



# **WE'RE GOING FIRST! DISCOVERING GROWTH MIDST STRUCTURED CHAOS**




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# GOALS

- “People factor”
  - “Structured chaos”
  - Support growth and morale
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# **“PEOPLE FACTOR”**

- Key to success
  - Often ignored
- Organization change models differ from personal change models



# “PEOPLE FACTOR”

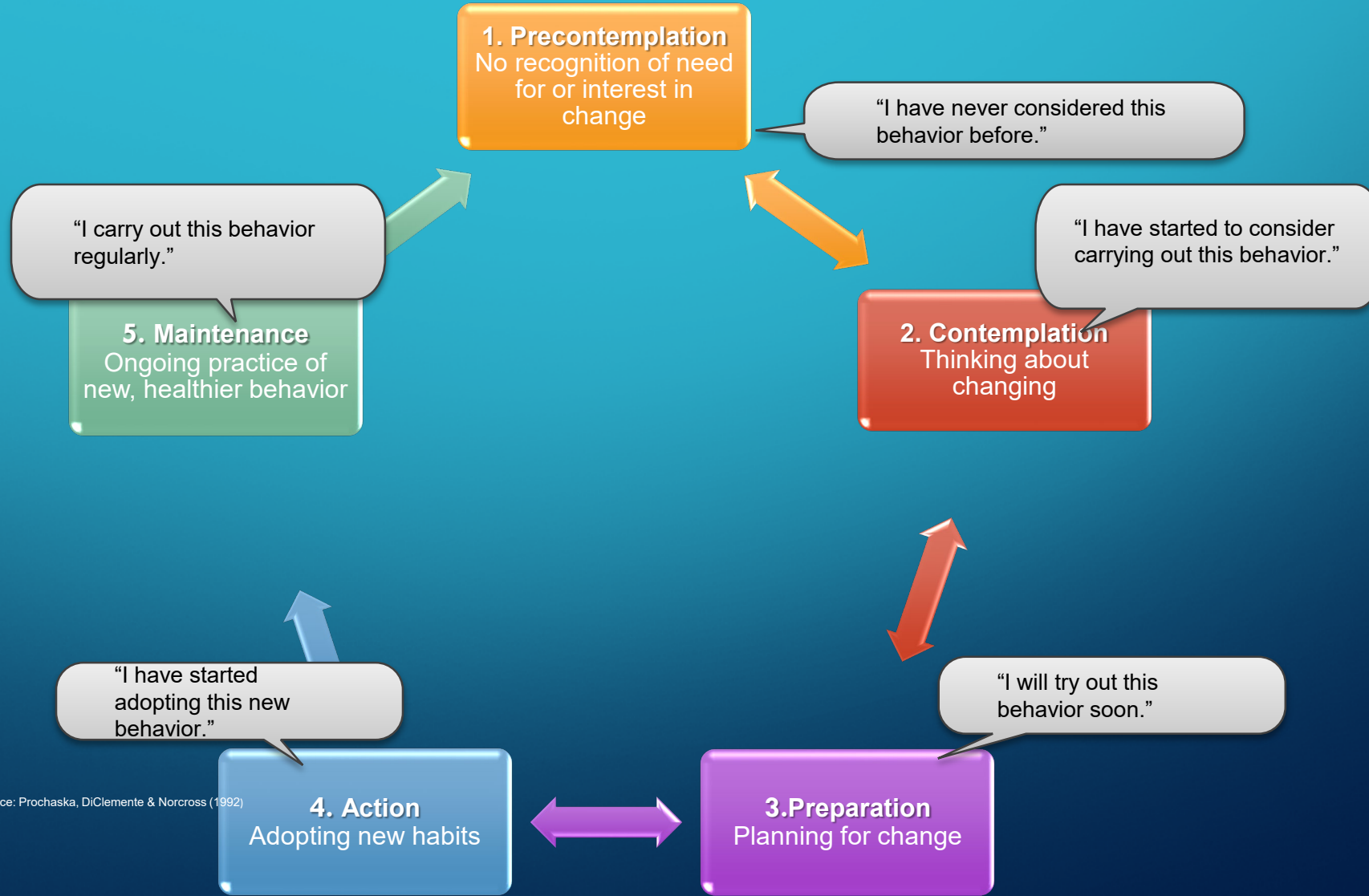


- Organizational change
  - Task oriented
  - Linear
  - Moves toward shared goal
  - One direction

# **“PEOPLE FACTOR”**

- **Personal change**
  - Seldom linear
  - Prochaska model

# STAGES OF CHANGE – “TRANSTHEORETICAL MODEL OF BEHAVIORAL CHANGE”



Source: Prochaska, DiClemente & Norcross (1992)



# “PEOPLE FACTOR”

- *Change vs. Transition*
  - “People do not resist *change*, they resist *transitions*”

# PEOPLE DO NOT RESIST *CHANGE*, THEY RESIST *TRANSITIONS*

- It is not enough to manage the change. Transition is equally important and needs to be managed.
  - Change [external] is a shift in the external situation.
  - Transition [internal] is the psychological reorientation that people make in response to change.
  - Change requires transition if it is to take.
  - Change without transition will not take.

“In its most basic function, transition helps you come to terms with change.”

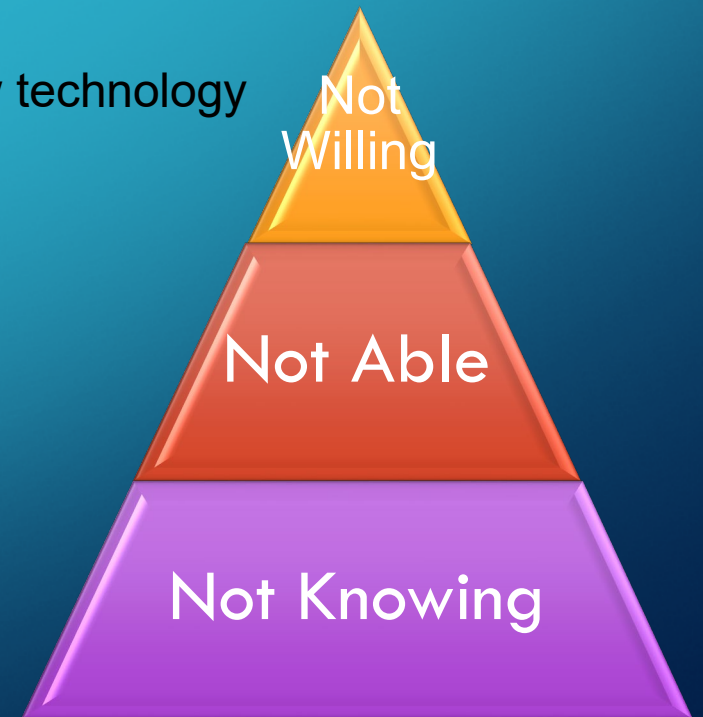


Adapted from “Managing  
Organizational Transition” series  
by William Bridges  
[a.k.a. the Godfather of Change]



# PEOPLE TYPICALLY RESIST TRANSITION BECAUSE THEY...

- **Do not know** . . . lack of communications
  - Do not understand the business realities driving the goal's or new technology
  - Do not think it will make their job easier
- **Are not able** . . . have not been trained
  - Don't have the skills to work in the new environment
- **Are not willing** . . . their transition has been ignored by them
  - Are afraid to look "stupid"
  - Have a general fear of change
  - Feel they have experienced ineffective implementations



# **“PEOPLE FACTOR”**

## **SUMMARY:**

- Ignore at own peril
- Organizational change models differ from personal change modes
  - Linear vs. non-linear

# “PEOPLE FACTOR”

## SUMMARY:

- *Change vs. Transition*
  - “People don’t resist change, they resist transitions”
- Head and heart/gut connection
  - Must be in synch



# **“STRUCTURED CHAOS”**

- **Oxymoron?**

- How can “a state of utter confusion” also be “arranged in a definite pattern of organization?”

# “STRUCTURED CHAOS”

- Oxymoron?

- Through the *action* of “building”

- Skills
    - Workflows
    - Trust
    - Self-confidence
    - Other?

# **“STRUCTURED CHAOS”**

- **Change destabilizes existing structures**
  - CARLI will coordinate building of new structure



# **“STRUCTURED CHAOS”**

- **Transitions generate uncertainty and vulnerability**
  - **Everyone will experience this and will need to “re-structure”**

# **“STRUCTURED CHAOS”**

- **Ripe for growth**

- Both professionally and personally
- Discover ways to maintain grounding and connectedness
- Trust is key

# SUPPORTING GROWTH

## Proactive responses (Preferred)

- Address and correct stressors before they have time to affect work, life, etc.



# SUPPORTING GROWTH

## Proactive responses (Preferred)

- This forum as prime example
  - Building a *growth* mindset to compliment an existing *task-oriented* mindset

# SUPPORTING GROWTH

## Reactive responses (Most common)

- Occur after the stress has occurred
- Aimed at correcting or minimizing the damage
- Makes use of interventions and tools
- Choose your response vs. responding to your choice

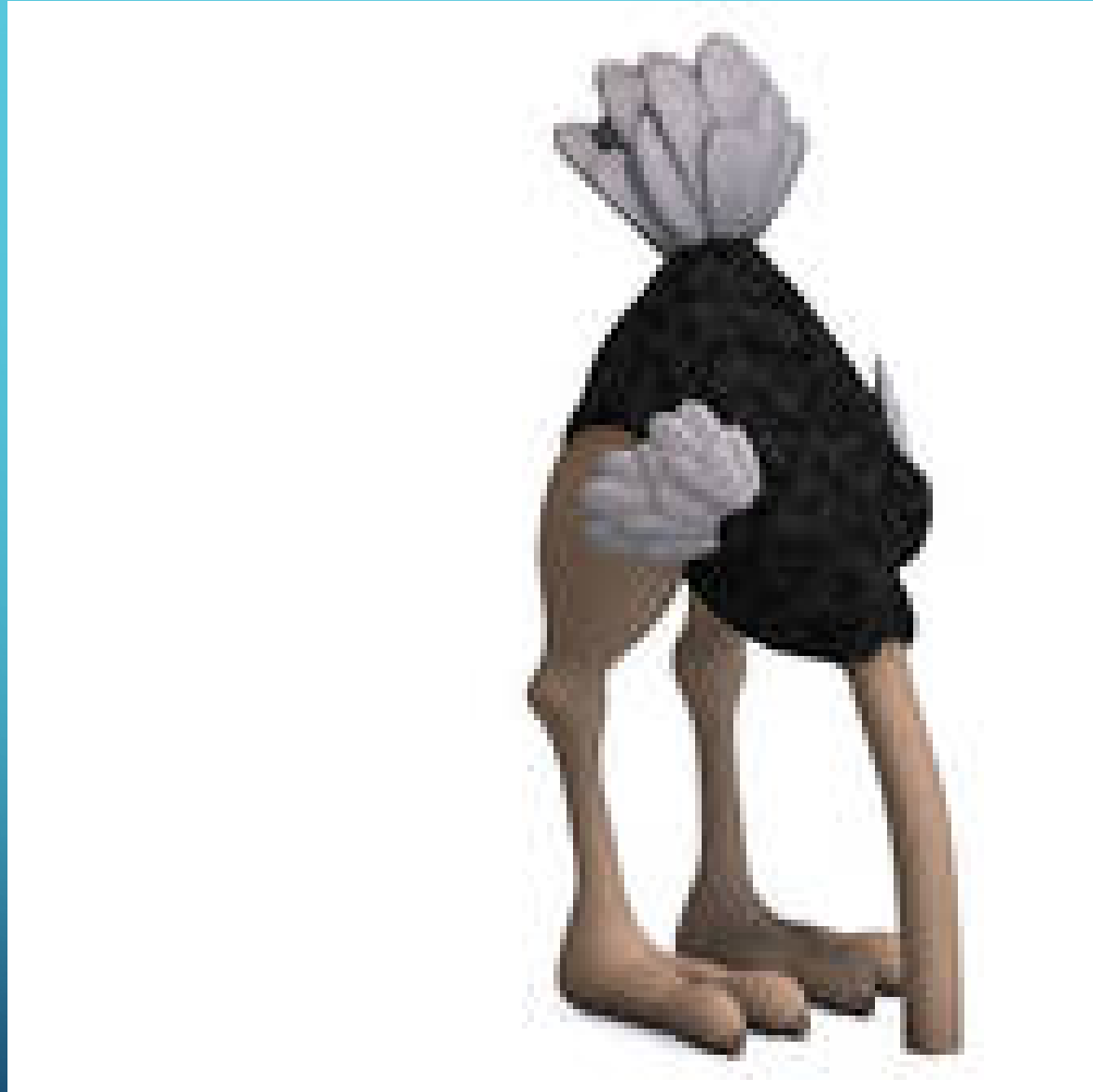


# **SUPPORTING GROWTH**

**Passive responses (not preferred):**  
**DON'T EVEN THINK IT!**







# SUPPORTING GROWTH

## Reactive responses:

- Normalization
  - Stressors and associated reactions that ensue are expected

# SUPPORTING GROWTH

## Reactive responses:




- Normalization
  - Examples:
    - Productivity will go down
    - Patrons will be frustrated
    - Collections may not be discoverable





# SUPPORTING GROWTH

## Reactive responses:

- Reframing a stressor
    - Change in thinking can result in a change in feelings and/or behaviors & vice versa
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# SUPPORTING GROWTH

## Reactive responses:

- Reframing a stressor
  - Examples:
    - Technical services:
    - Public services:
    - Collection development:

# SUPPORTING GROWTH

## Reactive responses:

- Reducing a stressor
  - Identify them
    - Data migration issues?
    - Training needs?
    - Anxiety?



# SUPPORTING GROWTH




## Reactive responses:

- Reducing a stressor
  - Share them
  - Support each other
  - Be creative!



# SUPPORTING GROWTH

## Reactive responses:

- Grief work
    - Losses are significant in their own right and must be acknowledged, honored, and let go
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# SUPPORTING GROWTH

## Reactive responses:

- Build on existing strengths
  - CARLI leadership (and documentation!)
  - Amount of expertise held within the walls of 91 institutions






# SUPPORTING GROWTH

## Reactive responses:

- **Look for help from unexpected resources**
  - At organizational level
    - One of the reasons Kevin is here today
  - At departmental, personal level
    - Employee assistance program (EAP)



# SUMMARY

- Change is hard
  - Remember the *person* in the *professional*
  - Things change, but people transition
  - Great creations have been structured out of chaos
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# SUMMARY

- Growth mindset to compliment task mindset
  - We've expanded our toolbox today
  - Trust CARLI and each other
  - Let's do this!
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**QUESTIONS?**

**Thank you!**

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