

Getting Rid of the Ducks

Removing Staff Resistance to Change



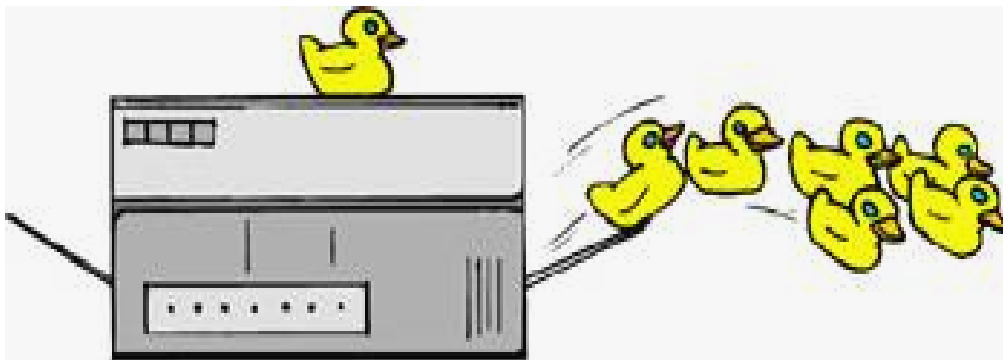
Staff with Baby Duck Syndrome

- Baby ducks form an attachment to their mothers-or whatever other moving object appears-within the first few days of life.
- Library staff may have baby duck syndrome when they imprint on outdated models of library service.
- ...because that is what they know.



How Is HCPL Overcoming Baby Duck Syndrome?

- Recognize Baby Duck Syndrome as an attitude not a person.
- Empower staff at every level to assist customers.
- Encourage staff to recognize their full potential.
- Communicate changes at all staff levels.



Change In Today's Library - It Is Inevitable.

New Technology

Shared
Responsibilities

Customer
Expectations

New Roles



Successful Change Depends on the Method of Delivery

- At HCPL we created an ongoing program of training and development opportunities that helps all staff understand the pace and nature of changes in modern library services.
- We encourage our staff to move from “coping” with change to “leveraging” change opportunities for personal growth and customer service excellence.



We All Adapt to Change....Eventually

- The ability to change is a skill.
- When we successfully face change we have greater happiness in our personal and professional lives.



Purpose Is Not Clear



Communication is the key.

Provide the reason for change.

Have all staff on board with a plan that explains what, why, and how.

Not Involved in Planning



Define the need for change.

Provide opportunities for staff input in the initial planning stages.

Include staff in presentations and training

Fear of Failure



Staff members may avoid new procedures if they feel they are destined to fail.

Often changes may necessitate improvements in skills.

Provide training programs for upgrading skills and demonstrate how staff will be brought to competence in new skills.

No Role Models



Many people learn by observing.

Seeing is believing.

Have a selection of staff trained in advance for demonstration purposes.

But We've Always Done It This Way

The way they have always done it works for them.

Demonstrate how changes will improve work flow and enhance customer relations.

Including staff in planning promotes acceptance of the change.



Loss of “Comfort” Zone

Staff members may be happy with the current routine because they are good at it.

There is an emotional connection to the “old” way.

When implementing change honor the past work environment and experiences.



Fear of Job Loss



Fear of job loss may result in negative behavior when change is implemented.



Communicating the need for the change and the processes involved in the change can allay fears.

It Won't Work

Staff members may fear the change will fail or result in more work.

Previous changes may have failed leaving staff with unfulfilled expectations.

It is important not to ignore genuine concerns.



Cost Is Too High

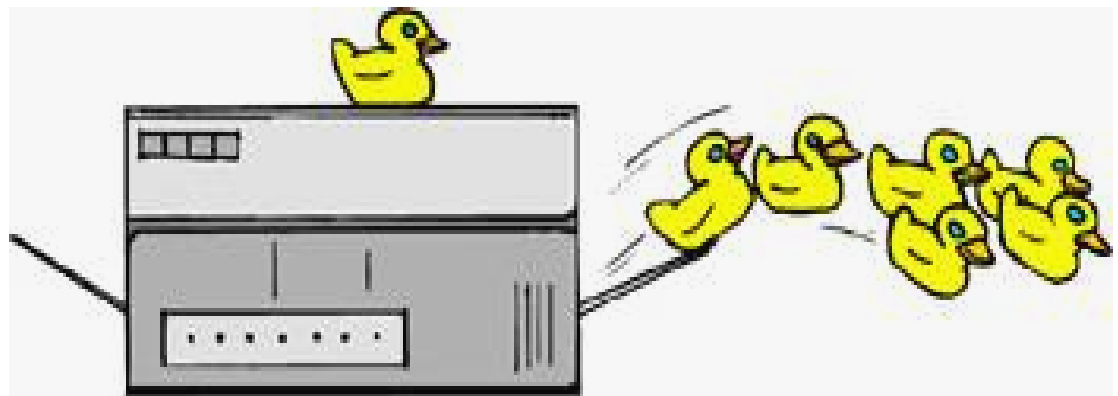
Staff members may perceive the reward for making the change as inadequate.

Have a realistic picture of the cost of the change in dollars and staff time.



Closing

- When we get all of our ducks in a row before implementing change we will have more success and happier staff members.
- The result is better library service and satisfied library customers.



Acknowledgements / Credits

Resistance to Change

by A.J. Schuler, Psy. D.

www.schulersolutions.com

Managing Change: Managing People's Fear

www.About.com

How did we find out about Baby Duck Syndrome?

http://en.wikipedia.org/wiki/Konrad_Lorenz

<http://www.backyardnature.net/birdprnt.htm>

Suggested Reading

Leadership Challenge by James M. Kouzes and Barry Z. Posner

Leading Change and Heart of Change by John P. Kotter

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