

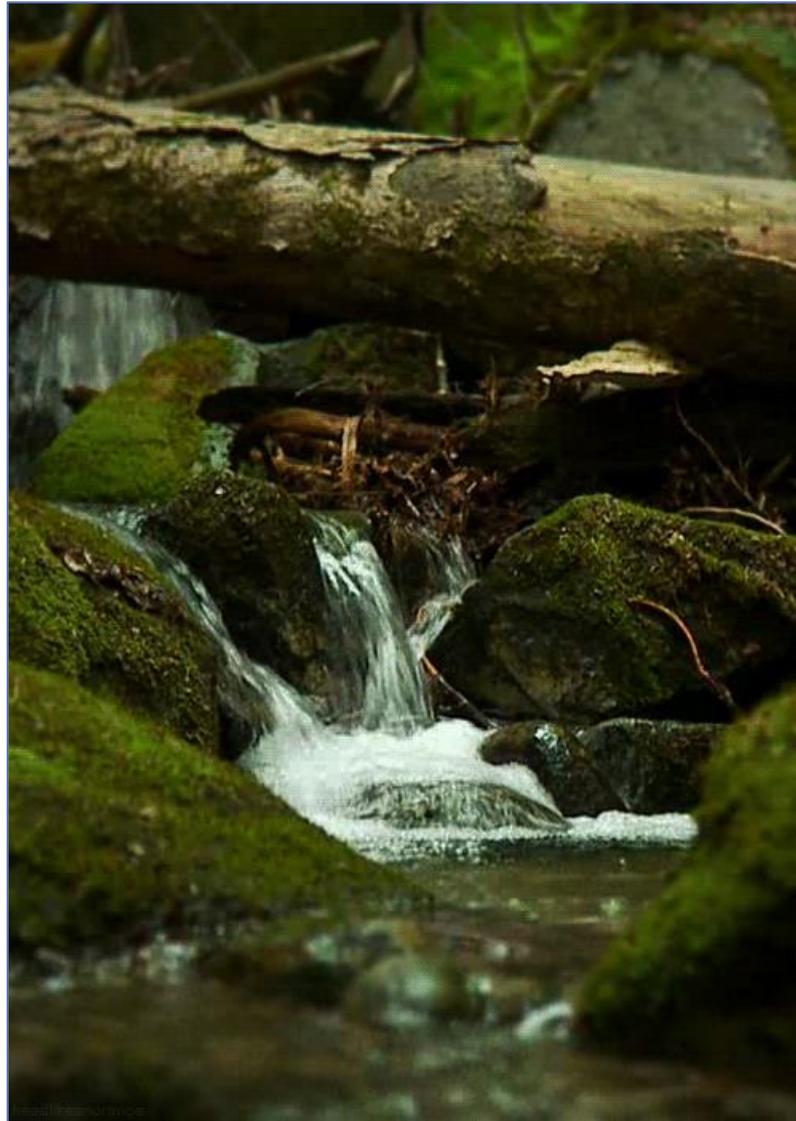
Radical transitions: staff perspectives of changing systems in the Academic Library

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Sturm und Drang?

<http://giphy.com/gifs/car-rain-tornado-ZqgGe7u1bGzKg>



Enlightened
Calm

<http://giphy.com/gifs/new-york-mountains-52Ywm818WNeuI>

Context

Project drivers:

- Waterside move
- Next generation LMS – cloud based
- Advanced functionality
 - ERM
 - ANALYTICS
 - WORKFLOWS based on equal facility of physical and electronic
 - DISCOVERY LAYER INTEGRATION – NELSON
- Time factor – notice on existing LMS needed to be given July 2014
- October 2014 - Went out for tender
- March 2015 - implementation process begins
- August 2015 - system goes live.
- Implementation and training = **5 MONTHS!**

Aims and Objectives

Aims:

- identify how significant or radical system change has affected the staff in LLS
- findings lead to recommendations to help minimise these effects during future project implementations.

Objectives:

- gather primary quantitative and qualitative data from the staff directly affected by the system change.
- utilise a mixed method of questionnaire/survey and interview
- data collected from both methods will be synthesized in order to ascertain any common themes or issues and used to inform recommendations for future implementation projects.

The majority of studies, and almost all of the books on the subject, take on a **macro perspective**, focusing on the strategic process of managing organizational change. Most books are dedicated to describing what change looks like, what instigates it, how it develops over time, and most notably, how it can and should be managed.

The perspective in these books is almost exclusively that of management, with little more than a passing notice to what change looks and feels like from the **perspective of the change recipient**. In recipients we include all organization **members who are at the receiving end of change**, including both employees and those managers who typically have little control and influence over whether, or what types of change, will be implemented.

Literature Review

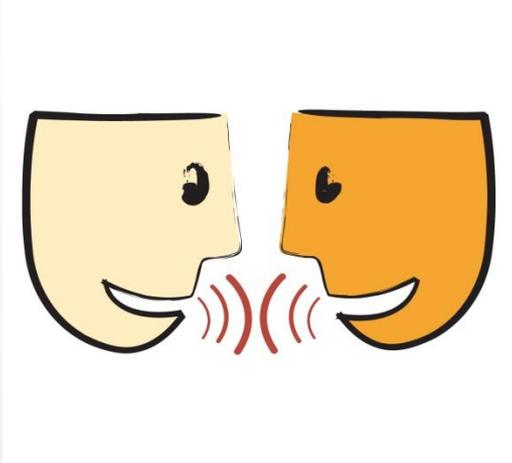
Common theme:

Individual readiness for change

- Through effective leadership (Santhidran, Chandran & Borromeo, 2013)
- Through adaptive and proactive behaviour[s] (Ghitulescu, 2012 and, Cullen *et al.*, 2013)
- Context (Vakola, 2014 and, Cullen *et al.*, 2013)

The Survey

- Focused on 4 themes:



Survey ran: 20th June 2016 – 1st July 2016

26 out of 46 respondents – 50% response

16 questions – both multiple choice and open questions

Communication:

“Generally, how satisfied were you with the communication from the LMS project team and management during the whole change process?”

Training:

“Did you receive sufficient training during the months before the implementation of Sierra?”

Implementation:

“How much disruption to your everyday working life and environment did the transition to Sierra cause you?”

Support:

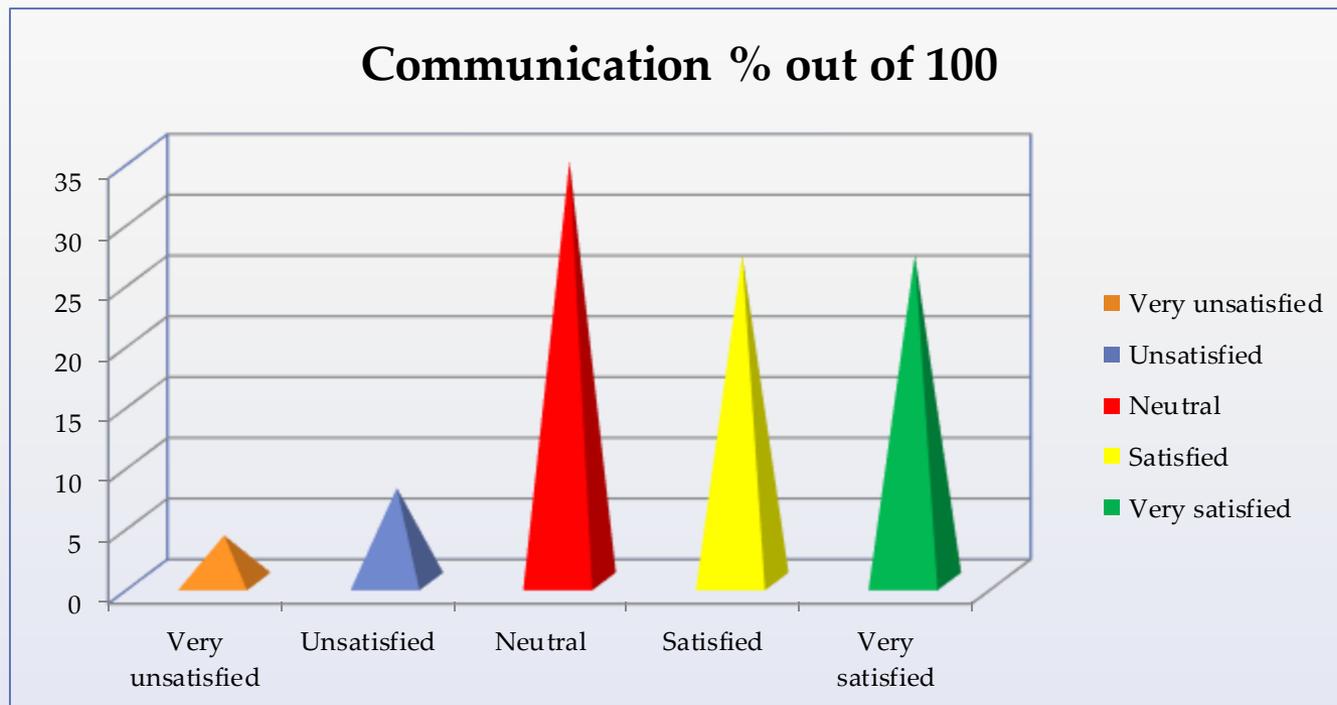
“Since the implementation of Sierra, do you think you have been supported effectively in resolving training and system issues?”

Preliminary Findings

“I was mostly satisfied, understanding the change was a monumental task”

“They didn’t...fully explain things...lots of information was given too late”

“Perhaps offer group training sessions...not to just rely on email as a form of communication”



“The training videos were awful and passive”

“More training relevant to my role rather than general overview would have been more beneficial”

“In some ways it was perhaps better to learn by actually doing and just finding out what to do in certain situations”

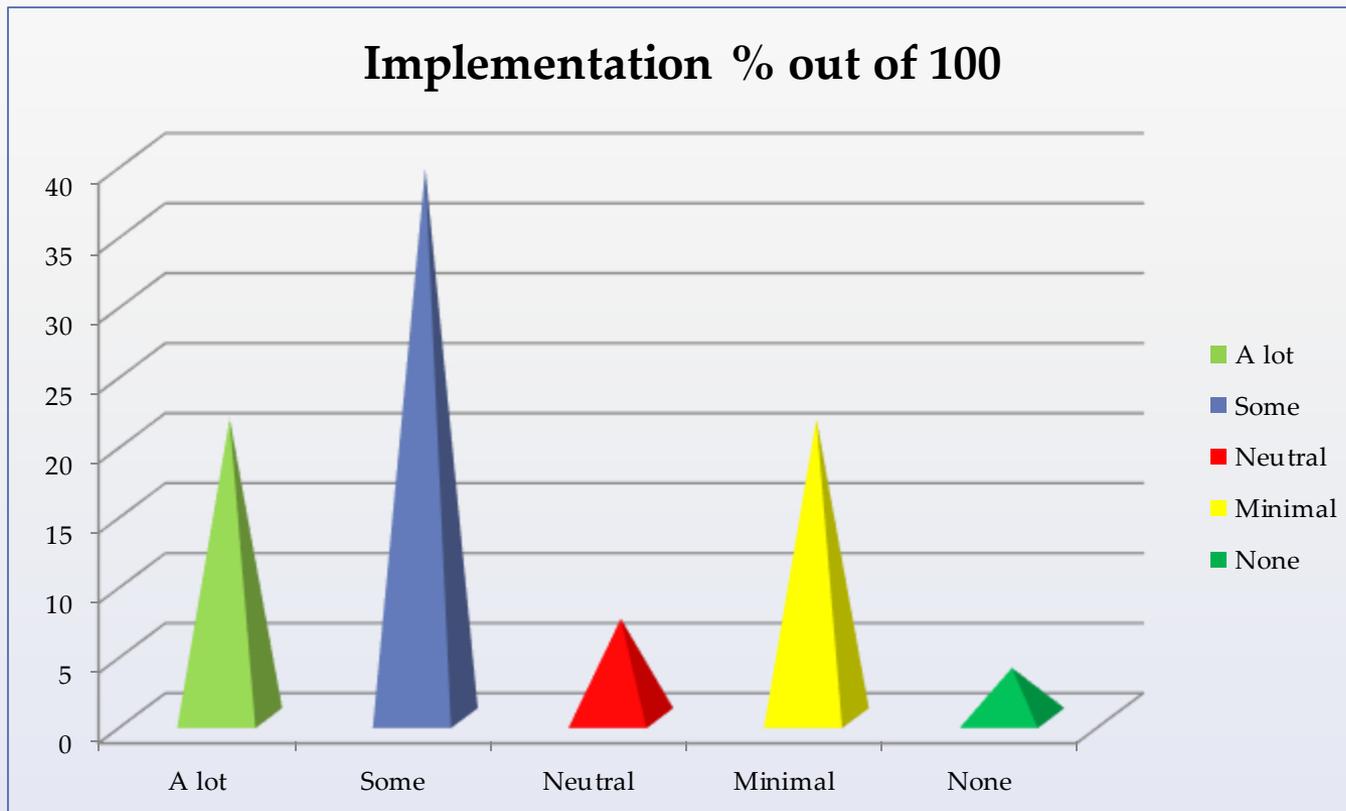


“Everything took twice as long to do...there were unforeseen problems ie duplicate barcodes”

“New LMS language”

“Holds book issue and returns were somewhat chaotic”

“Transition from point of view of the student was good as they probably did not notice any changes”

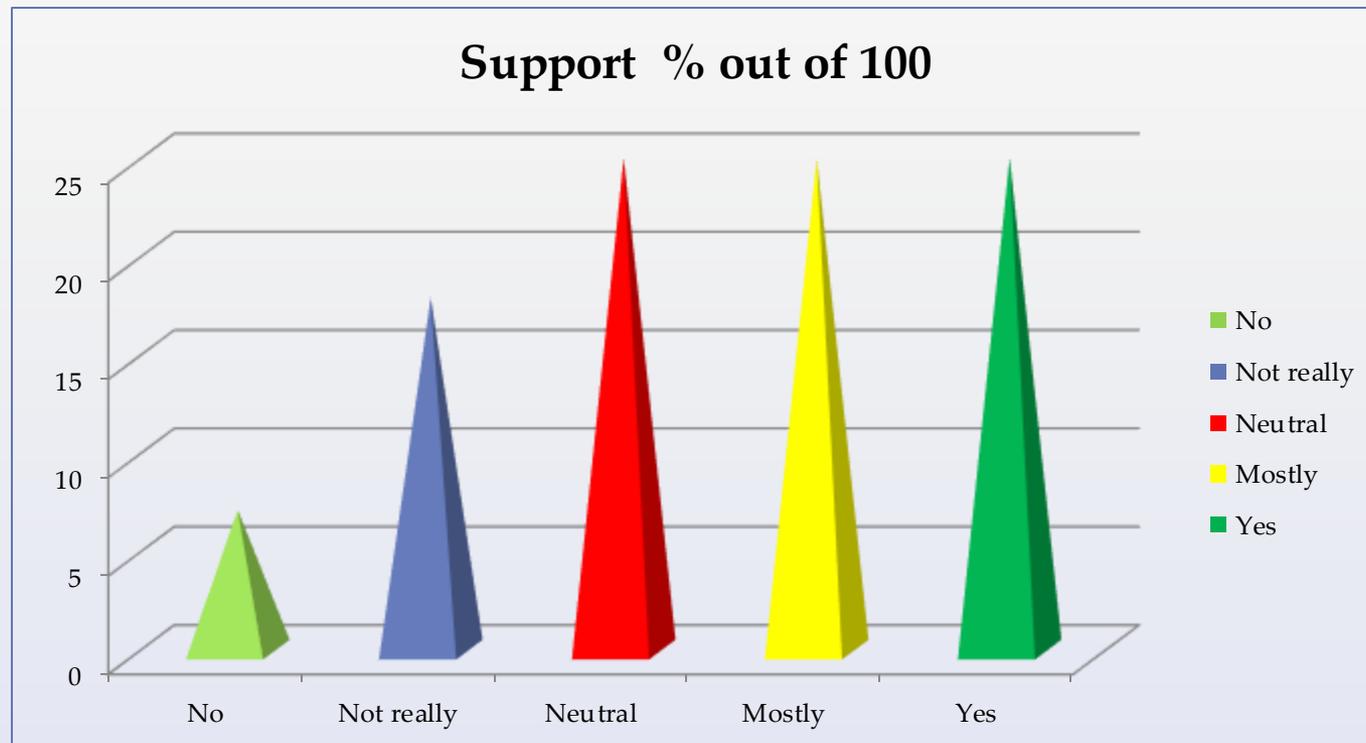


“Problems were very time consuming and not always within our control...the internal support was really good”

“Support has been good, any issues passed to supervisors generally get answers back quickly”

“General lack of communication and vagueness suggests serious lack of support...supervisors have tried hard...must have been very difficult for them”

The systems team have been superb”



What next?

- **July/August 2016** – Interviews! Good response from survey respondents.
- **September/November 2016** – Transcription and final analyses
- **End of November 2016** - Report to the Executive Committee
- **March 2017**: Article written for publication
- **April 2017** – some sleep and a couple of lie-ins



Any questions?



References

- Cullen. K. L. *et al.* (2014) Employees adaptability and perceptions of change-related uncertainty: implications for perceived organizational support, job satisfaction and performance. *Journal of Business Psychology*, 29(2), pp. 269-280.
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- Santhidran, S., Chandran, V.G.R and Borromeo, J. (2013) Enabling organizational change – leadership, commitment to change and the mediating role of change readiness, *Journal of Business and Economics Management*. 14(2), pp. 348-363.
- Todnem By R., Michel, A and Oreg, S. (2013) Introduction, *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective*. Cambridge: Cambridge University Press, p. 3.
- Vakola, M. (2014) What's in there for me? Individual readiness to change and the perceived impact of organizational change. *Leadership & Organizational Development Journal*. 35(3), pp. 195-209.