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Book Chapter
Change management in business libraries

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CHANGE MANAGEMENT IN BUSINESS LIBRARIES

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WHY DO WE NEED CHANGE MANAGEMENT?

Life is all about change; it is universal and we cannot avoid it. We encounter change in every stage of our lives: starting at school or later at university; getting our first job; then changing workplaces later on or moving to another city. All these changes demand quite an effort on our part to adjust and adapt to new ways of life and new challenges. You may have to change your levels of self-awareness in order to take on a new role in life, become accustomed to a new environment, develop new skills or build up a new social network. We either welcome these changes or resist them, and sometimes it is a bit of both. There are also lots of little changes that we may not really notice, such as getting a new mobile phone and having to learn a new interface. Business, too, is all about change, especially in our society where broad access to information and the speed of technological innovation accelerate business activities faster than ever. This affects our day-to-day work in general and the way in which libraries work in particular. Now that information can be accessed quickly and from almost anywhere, expectations of libraries have changed – they are no longer just about the archiving of knowledge and distribution of books. They have to turn into information centres and adapt to new technologies in order to meet customer needs. Information centres now have to compete with the likes of Google (which currently comes closest of all to meeting these changed customer needs) in order to survive. Furthermore, business libraries (as a special type of library – for example, because of (partly) private funding), have to deal with budget constraints and general fiscal environments which can hinder service delivery.

Even though humans adapt to changes in their day-to-day life sometimes without noticing it, changes at work can be more difficult to deal with. One reason may be that these changes are often imposed on staff without giving them the opportunity to shape or lead them. Another reason is that work is 'earning for a living' so that any change can evoke fears of job insecurity. Change at work can appear in many different forms – for example, the introduction of a new technology that leads to new and more efficient processes with a consequent reduction in the staffing levels required to support such processes. Changes in processes often demand changes in working routines or the development of new skills, sometimes in a completely new

discipline. Another example is a restructuring process of a library. Reorganization represents a great threat to the majority of staff as most of them anticipate the worst-case scenario: there will be no job left for them at the end of the process. And ending up with new duties and responsibilities within the same library is sometimes perceived as worse than being downsized!

In this chapter we would like to give advice to managers handling change in order to facilitate its acceptance by staff. As change is now prevalent in our society, change management is a critical success factor for a library. We will describe the role of change management by explaining how we used it as a backbone for our restructuring process in our own library. We finish the chapter by presenting our lessons learned when applying change management techniques so that other library staff can be successfully prepared and escorted through the change process.

STARTING POINT

To give a better understanding of the restructuring process we would like to start by describing briefly our organization and the reasons why we had to start the process.

The German National Library of Economics – Leibniz Information Centre for Economics (ZBW) is the world's largest specialist library for economics and business studies. It was founded in 1919 and has been a member of the Leibniz Association since 1966. The ZBW is a foundation under public law, financed by the federal and state governments, and invests more than €2.5 million per year into the acquisition of current titles in economics and business studies, both print and online.

With its 270 employees the ZBW is the primary archival centre in Germany for economic literature published worldwide. In addition, the information centre offers various services and products supporting researchers and students in their work and studies, such as research or storage tools. These products and services are developed by applied research in the fields of web science, semantics and knowledge discovery. Furthermore, the ZBW is the institutional library of the Kiel Institute for the World Economy and affiliated to the Christian-Albrechts University of Kiel.

The reasons for our restructuring in 2010 were manifold. The organizational structure (see Figure 3.1) existing at that time had been designed to meet the needs of the merger with the Library and Documentary Department of the Hamburg World Economic Archives (HWWA) in 2007. Even though a new structure had been created, some compromises had been made with regard to the existing structure: for example, the Editorial Department (which is responsible for publishing the magazines *Wirtschaftsdienst* and *Intereconomics*) was not well integrated into the new organization – because the department's function is not a traditional library activity it did not seem to fit into the former organization. Another example was the
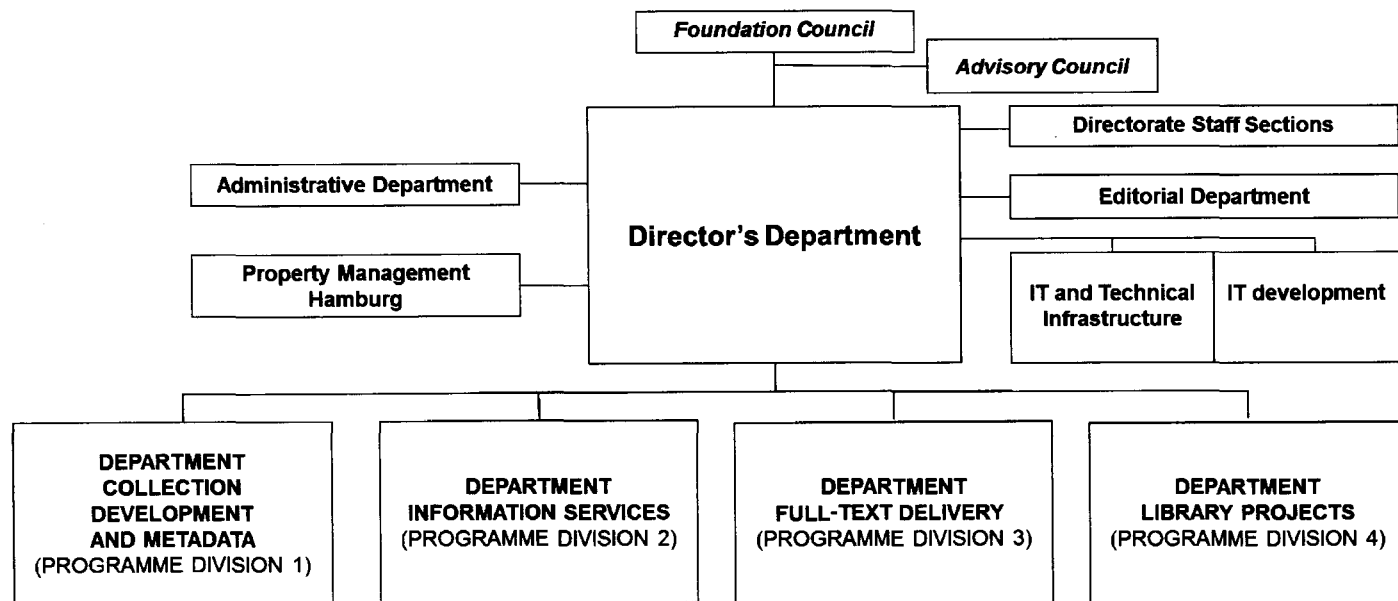
Figure 3.1   Former ZBW organizational structure

Library Projects Department (Programme Division 4) which was formed because its then relatively new activities did not fit easily within the old structure.

The hierarchical organizational structure was based on the model of a library in which the director had to decide upon everything – from strategic decisions and budget-related issues to micro-administrative decisions like the approval of staff annual leave requests. The structure was mostly oriented around the functional workflows of a traditional library. Customers' needs had not really been the focus of our operations.

During the last few years of its existence, the structure became increasingly inappropriate. Workflows and processes were very inflexible as a result of the way in which activities had been distributed across organizational units, making it almost impossible to integrate new tasks and services. A silo mentality had also developed during this time. One consequence of this was the development of services within different organizational units, independent of each other and with no proper interconnection. In the end, this broad portfolio was not managed at a common strategic level, and it was confusing for the customers.

Furthermore, the hierarchical structure led to a lack of organizational flexibility. First, since all decisions had to be made by the director, the decision-making process naturally became rather lengthy. Second, the director was so involved in administrative tasks that his ability to work at a strategic or political level was really quite limited.

The development process of the ZBW's new strategy in 2009 already showed that the existing structures did not fit into the overall vision and objectives. However, the organization was unable to undertake the necessary changes directly as a change of management took place at that time and the evaluation operated by the Leibniz Association lay ahead. At this point, we need to provide some background information:

> *Leibniz institutions are funded jointly by the Federation and the* Länder. *At the Joint Science Conference (GWK) the Federation and the* Länder *agreed that they would evaluate the institutions regularly – at the latest every seven years – to ascertain whether they still fulfilled the prerequisites of supraregional importance and national scientific interest in order to continue receiving joint funding. ... The Joint Science Conference (GWK) has delegated responsibility for conducting the evaluation procedure to the Senate of the Leibniz Association. The latter draws on the recommendations of the Senate Evaluation Committee (SAE) which is also composed of external members: members of the Senate, academics not employed by Leibniz institutions, representatives of the Federation and the* Länder. *(Leibniz Association, 2013)*

Most importantly, the results form the basis for the official decision on our funding for a further seven years. The focus of the evaluation is to assess whether an institution still meets the requirements of the Leibniz Association in regard to content, structure and overall strategy. Special focus is set on the quality of output, such as research, services and infrastructure. The positive effect of these audits is that every member has to constantly review its strategic objectives and processes (which is not very common in the German public sector). This external scrutiny can provide guidance and can also be used as a driver for change within the organization.

Within the ZBW, the upcoming evaluation supported the strategy development process in 2009, both as a catalyst for the process itself and by aligning institutional objectives to the requirements of the Leibniz Association. The successful evaluation in 2010 gave us the green light to implement our strategic objectives since the evaluation committee acknowledged the problems we were encountering and believed that our intended solutions were on the right track. This also made it easier for us to explain to staff why we had to change, and we were able to convey our confidence that our vision was approved and was deemed promising.

The aims of our restructuring process were:

- to create efficient workflows
- to implement applied research into our institution
- to create a clear product portfolio based on the customer's needs.

It became rather obvious that the necessary structural changes would have a huge impact on the staff as well as changing work environments or processes. We were convinced that the changes could not be implemented without the commitment of the employees. To ensure a successful process we applied a change management framework. Change management describes a structured process whereby an organization moves from an existing state into a new state. In this context we understand change management as '... a systematic approach to dealing with change, both from the perspective of an organization and on the individual level' (Song, 2009, p. 7).

PROJECT PHASES

To illustrate the key elements of our change process we would like to envision the process in three phases as illustrated by Figure 3.2.

Phase 1: Preparing for the change

The first step of a change process is to understand and define the change initiative: how much change management is necessary for the project?

3. phase
November 2012 - May 2013
Embedding the change

Reviewing change

Institutionalizing change

2. phase
March 2012 - November 2012
Implementing the change

Implementing change

Motivating change

1. phase
March 2011 - March 2012
Preparing for the change

Organizing transition

Defining change
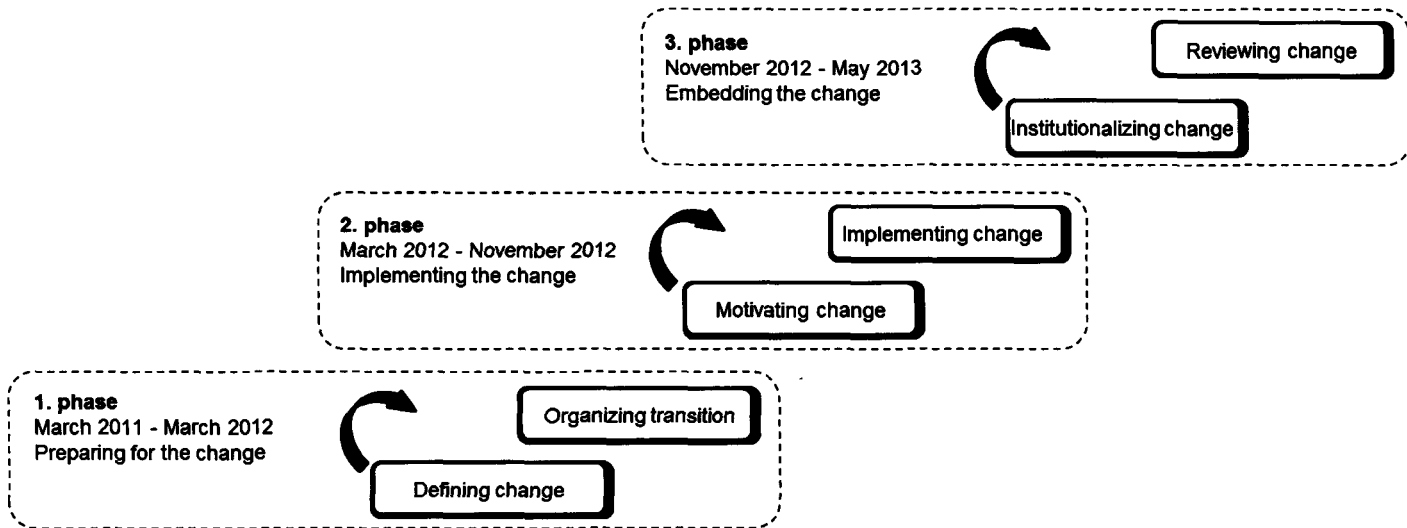
Figure 3.2   The ZBW's change process

To understand the characteristics of the change, the following questions should be answered:

- What is the scope of the change?
- What is being changed – processes, systems, job roles and so on?
- How radical is the change?
- Does the change require the adoption of, for example, completely new processes or skills or are only minor adjustments necessary?

To answer the first questions and to get a deeper understanding of the organization we applied Marvin Weisbord's six-boxes model (Weisbord, 1976). This involves examining the existing structure in order to ascertain what the ideal structure should be for each of the following six dimensions:

- purpose
- structure
- relationships
- rewards and incentives
- leadership
- supporting mechanisms.

Weisbord's six dimensions consider formal and informal structures. The model helps to both identify the interdependencies and bring together the formal structures (which also meet the institution's aims and obligations) with the informal structures that develop through interactions of staff members outside the formal workflows.[1]

Some goals had already been identified from the inefficiencies in the former structure. The *purpose* of our restructuring process was to design a new organizational structure that better supported the delivery of our strategic objectives – in particular, to better integrate our customers' perspectives and their needs into our day-to-day workflows. In addition, we wanted to design internally transparent decision-making structures with flatter hierarchies. However, it is important to agree precisely not only the purposes of the process, but also those purposes that might be important to some people but will not be addressed during the restructuring process. A restructuring process cannot solve every problem arising within an institution. Part of the change management approach is to properly timeline and organize the communication of what constitutes the purposes of the change project and what issues will not be addressed by this effort.

A restructuring process is performed on an organization's *structure*. Therefore, it is necessary to scrutinize the existing structure to find its desiderata. To develop our own optimal structure we first defined those workflows that were not working

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1   Cf. Mintzberg (1979) as one example for the concept of informal structure.

well. The explicit consideration of existing formal and informal structures helps to identify both problematic and well-functioning aspects. These should be taken into account in the later stages of the process.

When looking at the *relationships* between existing organizational units, we identified the well-functioning aspects as well as those interactions which we expected to have greater potential for improving coordination, division of labour and communication. In addition, we singled out conflicts that disrupted the interaction of organizational units. This was a starting-point for designing the new formal organizational structure. We merged into one department, for example, all activities related to stock preservation – digital and print – previously located in different organizational units. Examining relationships and interactions also allowed us to draw conclusions about the existing informal structures. As a result, we identified well-functioning workflows which had not previously been reflected in the formal structure. We were then able to consider these workflows when redesigning the structure. That led to a new composition of programme divisions consisting of departments in which staff had already worked very well together.

The dimension of *rewards and incentives* helps strengthen the acceptance of a formal structure for the institution. When we looked at our former structure there was no formal incentive system for those who accepted greater responsibility and management activities. As the structure was very hierarchical there had been no need for management training. Our aim to decentralize management decision-making meant that we needed more managers, so we had to think of ways of rewarding those colleagues who were willing to take on more responsibility. Our solution was to develop a benefit system for those employees who took on management duties within the new organization. The benefit system defines monetary rewards for three explicitly defined management levels: programme division managers, department managers and group managers. Furthermore, change management was crucial again as we identified what training staff would need in order to work in the new structure. Addressing and dealing with these aspects led to increased staff motivation and acceptance of the new structure.

Coming from a strongly hierarchical culture, it was not difficult to identify which managing levels were formally fixed in our system in terms of the *leadership* dimension. As the former structure was outdated, an informal structure was developed in order to fill in the gaps. Thus, some staff members took on managerial functions even though they had not been formally appointed to take them. As a result, decision-making processes developed in parallel to the officially installed structures. These competencies had to be acknowledged in order to encourage staff members' willingness to change. On the one hand, the informal decision structures had to be made formal, if applicable. On the other hand, not all the informal decision-taking was helpful, and some had to be replaced by more efficient formal decision-making processes. To achieve these aims we identified the different levels

of management required, including a new team management level. The purpose was to empower all organizational units to do their work and to make decisions that would help them work efficiently. To this end, we clearly defined the responsibilities of each management level. These comprise the approval of holidays as well as the framework in which a broader organizational unit is able to organize and develop its groups and teams strategically. We defined the roles and responsibilities of the different management levels very clearly and made them transparent to all staff.

Supporting mechanisms seem to be quite small and unimportant at first glance. Nevertheless, they are crucial for ensuring an efficient and accepted organizational structure. Mechanisms include meeting structures and processes to facilitate decisions and discussions, as well as supportive measures for control such as budget-monitoring assistance. Analysing these mechanisms is very helpful, even if it turns out that it is not appropriate to establish statutory meeting structures for all organizational units. Indeed, in one unit, efficient collaboration was best supported by deliberately not establishing *any* statutory meeting structures.

In addition to the six dimensions outlined above, the question of who in the organization is being affected by the change (and how) has to be answered. In order to understand this further, we first created a kind of map to illustrate the impact of the change on certain employee groups (see Figure 3.3). After that, we could then identify the changes for each staff member.

Figure 3.3 is, of course, a rough draft, but it may give a good overview on the changes that took place within the organization. For example, it became rather obvious that the anticipated changes would be more radical for the staff working in the more traditional parts of the library ('Collection Development & Metadata' and 'Customer Services & Collection Care' in Figure 3.3). In these programme divisions the structural changes were quite extensive, encompassing new team structures and management levels. As a result, some processes had to be readjusted to the new structure and job roles changed. The general mood in these programme divisions was quite tense, since the employees feared losing responsibilities or tasks – some people even feared that they would lose their jobs even though the day-to-day work itself was not changing at all.

Other units of the organization were only slightly affected, so these employee groups were rather unfazed by the upcoming changes. Knowing which departments would be affected by the restructuring and how was an important basis for planning individual measures that would best fit the employees' needs.

But how can people be convinced of the necessity to change? Change in an organization seldom comes naturally, and people rarely embrace change, especially when it is imposed on them. Instinctively, people adopt habits; they like stability and security. Forcing them off into the unknown might trigger fear of the disadvantages

Key:

⬭ whole organizational unit moved (but kept internal structure)

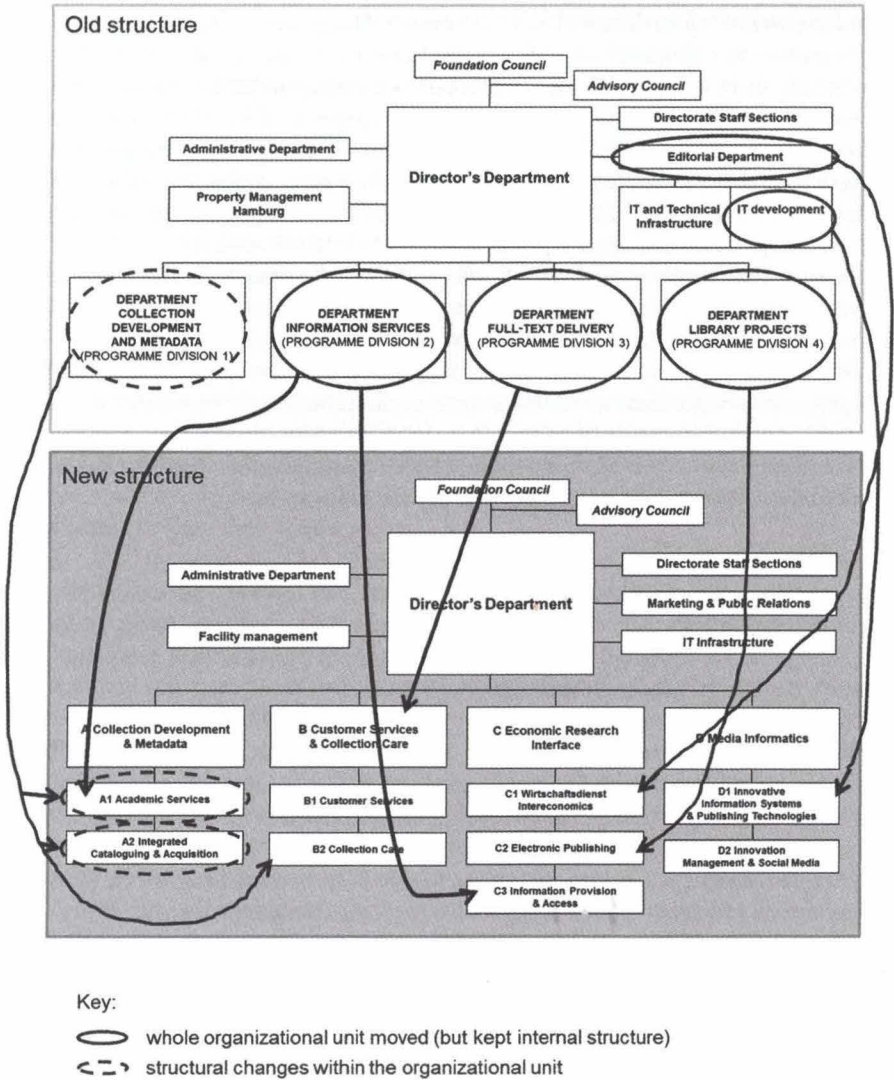⟨⁻⁻⟩ structural changes within the organizational unit

Figure 3.3   Change impact diagram

believed to be a result of the change and fear of losing the advantages provided by the status quo. Beckhard and Harris (1987) have developed a change equation that explains how this fear or resistance to change can be overcome:

$$D \times V \times F > R$$

D = Dissatisfaction with how things are now
Make people feel dissatisfied with the current situation and thereby create the need or the motivation to alter something. The way to get there is to explain why it is undesirable to conduct business in the same way or what is going to happen if we do not change. What are the disadvantages of doing nothing?

As we have already stated earlier in this chapter, we had a strong case for change from the Leibniz evaluation exercise we had gone through. We presented our main challenges and our ways of solving them and, on this basis, the evaluators attested that the ZBW had a promising future and should continue to be funded. Thus, our line of argument was that we had to keep the promises made during the evaluation and that we would not pass the next evaluation if we did not deliver on them.

V = Vision of what is possible
Give a clear vision of what the organization will look like after the change is made. Having destabilized the current situation, a direction to aim for has to be given. This picture of the future state comprises the advantages gained by the change in answering the question: 'How do we remove current disadvantages by making the change?' Everyone affected by the change should be given a clear view of their place in the new organization.

> *A great change vision is something that is easy for people to understand. It can be written usually in a half page, communicated in 60 seconds, is both intellectually solid but has emotional appeal, and it's something that can be understood by the broad range of people that are ultimately going to have to change ... (Kotter, 2011)*

Our change vision had to meet our strategic goals. Our goal is to generate value-added services in a world where information can be found easily and for free via the Internet. To reach this goal, we focus all our activities on the customers' needs. This is our ultimate principle. The change vision was, and is, to be a competent partner to our customers, accompanying them throughout their whole research process. Furthermore, we strive to position the ZBW as a leading national and international highly interconnected infrastructure institution. Amongst our traditional library services, we also provide services for research in economics and business studies (for example, EconStor, EconBiz).

F = First, concrete steps that can be taken towards the vision
In order to outline the major milestones that are intended to be reached, it is crucial to demonstrate the 'practicality of the change'. This is important for keeping people motivated. It is not enough to raise dissatisfaction with the status quo and to give a vision of the future state. The way to get there has to be shown as well. Even though not every step to reach the objectives is known right at the beginning one should be aware of the key elements and communicate them. The plan should comprise the

objectives, measures and a schedule. It should say who is going to be involved and how, and it should offer a communication plan.

We outlined the different phases of the change process to the employees in a roadshow and explained what activities were planned in what timeframe. We introduced the work groups we established to solve specific topics by explaining the background, the objectives, who was going to work in these groups and when we expected the results. In addition, we described when and how the employees would participate in the process and how we were going to keep them informed.

R = Resistance to change
Often, this is described as 'costs of change', meaning what is needed in order make the change happen In this context, costs depict insecurity about the development of one's own situation, fear of losing power or status and so on. To answer this, it is also necessary to know what experiences the organization has already had with other change projects and to identify how much change is concurrently taking place. These two aspects can exert a very negative influence on the current change initiative: if earlier change initiatives failed, then the reasons for that failure need to be analysed and strategies developed to overcome similar obstacles in future. Most important is to address such topics directly in communication with the employees and explain how past mistakes will be avoided in future.

In our case, the organization had already had several experiences with change processes in the past, which we had to be aware of. On the one hand, there had been other reorganization projects that had been planned and announced but ultimately came to nothing. On the other hand, the ZBW had undergone a huge change in 2007 when it merged with the HWWA. Many employees were also well aware that public-sector organizations are not immune to closure. Even though there had been no job losses previously, the fear of redundancy lived on. Another experience from this previous merger was that employee participation in the process was allowed, but most of the outcomes from it were never realized.

These previous experiences were the main reason why we wanted to put more effort into helping the staff during the restructuring process by being as transparent as possible. When we informed the staff about the restructuring plans, the reaction was one of reluctance because of what had happened in the past. Some of the employees were not against it but felt that it was unnecessary as nothing would change anyway. So one important aspect of our communication at that time was first admitting that errors were made in the past and then informing the staff how we wanted to tackle these issues. Furthermore, in past restructuring processes there had been no clearly defined responsibilities for certain aspects of the change process: those who planned the change could step away from their responsibility by not supporting the change in the end.

To set up a clear process and create ownership, we assigned a change manager who developed a project plan outlining the next steps to be taken. The project plan included a timeline with milestones describing the objectives and the expected outcomes of each phase of the project. Later, it included a communication strategy and a strategy for employee participation. The change manager was supported by an external expert supporting the change management process, especially by preparing and moderating the workshops with the staff and by advising managers when they were having to make decisions during the process.

Diverse channels of communication should be used in order to reach as many employees as possible. Direct communication is, of course, the most effective, as this allows people who to directly voice their opinions or concerns. Direct communication can be created by roadshows, workshops, team meetings and so on, but it does have disadvantages, too: not everyone feels comfortable voicing his or her opinion in public or asking what might be perceived as 'silly questions'; not every leader communicates in the same way, so people may receive a differing amount and quality of information. To counterbalance this tendency, other, more formal, communication channels also have to be set up. These may be newsletters, a specific space on the intranet or a feedback mechanism, amongst others.

We agreed on a mixture of different communication channels: presentations from the ZBW Director; workshops for those departments facing the greatest organizational changes; discussion panels and an intranet page containing all information on the change effort. At that point our major aim was to gain readiness for change by communicating the change story ('Why do we have to change? What is going to happen if we do not change? What are we aiming for?') and explaining what steps we were about to take. One important aspect was to show how the employees could participate in the process within the different phases. This was especially important at the very beginning, since we were initially only able to inform about the outcomes produced by several work groups. Later on we were able to allow direct employee participation during workshops where we offered to discuss the new structure. We addressed colleagues directly, gave opportunities to discuss and comment openly or anonymously.

Whenever possible, employees' participation in the change process should be allowed so their commitment to it can be increased. Of course, it is not always possible to involve every person in every decision, but one should at least try to involve them in decisions directly affecting their section.

We believe the following questions need to be answered:

- Who has to be involved?
- In which way do people/groups get involved?
- What is the objective of getting people/groups involved?

- When/at what stage of the process do you involve people/groups
  - during analysis
  - in the decision-making process
  - while developing the implementation plan
  - during implementation
  - during evaluation?

With regard to our own process, we were able to minimize resistance to change by working out a first draft of a new structure within a small group and then subsequently developing the draft further with more and more people. With the gradual introduction of more people, acceptance of the aims of the process and the new structure itself became more profound. At the same time, this approach has delivered an efficient procedure for developing a new structure. The discussion on all levels was more effective when there was an initial "Aunt Sally" draft of the structure as discussions focused on developing this draft further. Before asking for feedback on the drafts we always made clear, at the beginning of each workshop or meeting, which parts of the draft could still be discussed and which aspects we did not want to change. This approach was essential to avoid dissatisfaction from employees, since they were discussing only those topics which they were able to influence.

Another important factor in minimizing resistance to change is to think about what should be preserved. As Jim Collins (1995) says, 'Change is good – but first, know what should never change'. This will help give direction and to a certain extent maintain organizational stability and is psychologically important if employees are to be opened up for change. As stated earlier, making people feel uncomfortable with the current situation is important to get them moving, but the process can grind to a halt if direction and continuity are not provided as well. In communicating the vision one should always include what is going to stay as it is.

So the formula $D \times V \times F > R$ states that if one is able to

- raise dissatisfaction with the current situation,
- create a clear vision of the future state and
- develop a plausible plan to reach the scope or vision,

it is possible to outweigh the costs of the change for the people and thus minimize resistance to change.

Of course, the factors described above cannot be quantified to get a mathematical result. But the formula helps to determine which factors are crucial to get people engaged. It can be used:

- as a tool for analysis at the beginning of the change process or
- to identify the key elements of a change story or
- to plan how specific stakeholders can be convinced of the change initiative.

One of the first tasks of the project was to identify the key colleagues who should be involved in the organizational review stage – this helped immensely in establishing a common sense of why and how the change should work. We included the heads of departments and groups in the review. These leaders have been crucial for the whole process as they were in charge of the change and supported it throughout.

The first phase was a good pilot exercise for establishing how successful we had been in keeping the change equation $D \times V \times F > R$ in balance. We use the word 'pilot' here because the leaders represented the staff as well. They have different work histories in the ZBW, different views on where the institution should be going and different personalities. When doing the organizational review we built the basis for a common understanding and agreement on what had to be done. We identified the negative aspects that were dissatisfying to one or more groups (D). We thought of what the organization would look like when the process would be finished (V). By doing the organizational diagnosis, we took the first concrete steps towards this vision (F). In the end, we all had the same understanding of the needs, steps and purpose of the restructuring process. All the leaders acted as multipliers, promoting the restructuring amongst staff. With this method, any resistance to a new organizational structure could never grow too strong.

We set up working groups to find solutions for those crucial workflows and interactions between organizational units which had been identified as unsatisfactory. One working group defined the management responsibilities of each management level and another working group discussed the management bodies, such as the management board or board of department heads, as well as the necessity of statutory meeting structures.

We finished this process with a central meeting in which we informed all employees about the final draft of the organizational structure at department level, the results of the working groups and other crucial decisions. This central meeting was followed by workshops for every unit of the ZBW within the existing structure: the aim was to gain a common understanding of the new structure and to explain how the structural changes would impact on employees individually. Another objective was to ask colleagues what needed to be done and prepared in advance as a prerequisite for working efficiently in the new structure. In some cases, the leaders had individual meetings with those employees most affected in order to explain in more detail how their role was going to change and to offer help in dealing with it. If an employee had to change departments, the managers involved had to prepare the transfer together and both held individual meetings with the employee.

When the preparatory phase on the restructuring level resulted in a formal structure proposal, the change initiative gained momentum. The main purpose now was to discuss the new structure with all staff and to gain acceptance for the change.

Phase 2: Implementing the change

From a change management perspective, the key element of this phase was to motivate staff to implement the change whereas the main objective of the project management phase of the process was to fine-tune the formal organization structure and enable staff to work within the new structure. In retrospect, these two phases worked very well together. We conducted workshops in several new departments to give emotional and practical support. The workshops' aims were: to dedicate time to discuss the change; to give staff the opportunity to give feedback to management; to improve the change's credibility and acceptance among staff; and to begin the metamorphosis into the new organizational structure.

A general format for the workshops was developed to start with. This included group work and capturing the feelings of staff about the new structures before and after the workshops. As both the departments and the groups of staff differ, we then needed to differentiate the workshops' outlines without losing the overall purpose. This was just as applicable when a whole existing department was switching 'as is' to another department or programme division. For example, our bookbindery was merely moved from one programme division to another to bring together all preservation activities. Within the bookbindery, nothing had to be restructured. For the "Information Services" area, it seemed suitable to do the workshops in the new departments straight away as their previous existing informal structure was confirmed by the new structure. Thus, we were able to let staff participate in the fine-tuning of the department's workflows. This level of participation was not possible in the old structure.

Some organizational units did not change in terms of their composition of people and tasks, but changed completely in terms of their internal structure. Our Cataloguing and Acquisition Department, for example, existed as an organizational unit in the old structure as well. However, it had no internal substructure even though, with more than 60 employees, it was the largest department. In the new structure this unit became a department with an internal structure comprising five groups. The aim was to make the department both more efficient and manageable. The first workshop for this department had already been held during the preparation phase in order to involve staff as much as possible in the early stages of the process in the hope of to increasing credibility and acceptance of the new structure. The subsequent feedback and discussions were of great assistance to the managers in structuring the department more efficiently, and they were able to apply some of the informal structures that already existed. Furthermore, most of the processes, like getting a

book from order to shelf had already been mapped out to a very detailed level and proved so efficient that the processes did not need to be changed at all.

The results of the workshops helped us give individual practical support to a group or individual – for example, by defining participation structures. Another result was the agreement on milestones between departmental managers and their staff. The workshops were also intended to establish a common understanding of the role and purpose of the organizational unit itself. The agreements between management and staff on milestones were a crucial aspect of the whole phase. Although it was mostly homework for management, the milestones had to be realistic to be achievable and also had to meet the needs of staff. In retrospect, it was very helpful to have a fixed day as a starting date for the new structure. Many agreements on milestones consisted of two parts – what had to be accomplished before this date (15 March 2012) and which milestones had to be accomplished at a specific time afterwards. This not only helped managers gain quick wins, but also helped staff see that all of their needs were being recognized and dealt with at some point in time. However, our experience was that the milestones after 15 March 2012 should have been dated within a certain timeframe not exceeding 3–6 months. Discussing the milestones leads to a compromise between management ('I need a realistic timeframe') and staff ('Why can't this aspect be resolved tomorrow?'), enhancing the understanding not only between them, but also of the process of change in general.

Having agreed these milestones, the management had to incorporate them into their plans in order to accomplish them in time, and staff had to refer to them in order to monitor the change process and so reinforce their own willingness to change. In retrospect, it is crucial to document and communicate the accomplishments as well as delays. It may be that delays surface aspects that have not previously been considered but are crucial to the whole process. We have documented the agreements and reported on the process regularly in every department.

When the workshops and meetings were finished and milestones agreed, we presented the new structures and the aims of the organizational units as a whole to all staff members. On the start date for the new structure we communicated the new organizational chart, indicating every staff member so that everybody could see where they and their colleagues fitted into the new structure.

Phase 3: Embedding the change

Even though the change initiative might be implemented successfully, it is not a given that the change will last. It is all too easy for people to fall back into familiar habits instead of applying new work procedures. In order to guarantee long-term effects, measures have to be planned to embed and thus stabilize the change.

At the ZBW, although we have worked in the new structure since 15 March 2012, that was not the end of the restructuring process. On the one hand, management posts had to be staffed, milestones had to be accomplished and structures had to spring to life. On the other hand, most of the staff had to get to grips with new structures, maybe realizing that much of the day-to-day-work was the same. This third phase of a change process is where everything has to find its place. We held further workshops to help staff and management form teams and define tasks. There were even new responsibilities for managers in existing posts, necessitating the organization of training sessions for new managers. Once all the management posts had been filled, we developed and announced a system of incentives for unit heads to further strengthen their position within the institution and to reward their acceptance of greater responsibility. In addition, we started a process to establish a rewards system[2] for all staff members who carried out excellent work in addition to their normal duties. This will be applied in autumn 2013.

After a period of operating the new structure, the monitoring phase should be completed with a review to identify those aspects of the structure where the theories and plans did not work in practice and would therefore require alteration. This could be done by conducting workshops in departments which faced the greatest change as well by identifying those inefficiencies within the new structure that need to be optimized. In our case, a staff unit will now become a department within our programme division of media informatics as we want to bundle our research activities in this programme division. Even though we have already had to adjust some parts of the new organizational structure, these adjustments nevertheless confirm the success of our change project, proving that our structure is sufficiently flexible to react to new needs and developments even from outside the ZBW.

LESSONS LEARNED

Change affects staff more than management can imagine. Normally, managers have more detailed information on what is going on in the institution. Even though there are communication strategies to keep all staff members up-to-date, it is difficult to achieve complete information-sharing and facilitate a common understanding of this information. Therefore, change management is very much centred on communication and involvement of staff so that they accept the change.

As already pointed out, change affects staff in different ways, depending on the content of change and the extent to which staff are involved with it. This means that change

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2   To date, this system is still in discussion between the directorate and staff council. Furthermore, it is undergoing a legal check. The aim of the agreement is to establish a transparent and accepted routine to reward innovative ideas as well as excellent work in all areas of the ZBW.

management is never going to be an 'out-of-the-box' concept that can be applied to all situations wherever change is involved. Furthermore, in our own restructuring process we tried to define standard structures for workshops, communication strategies and so on, but learned very quickly that these common structures had to be altered to incorporate the specific needs of organizational units and to reflect the personal characters of the staff members involved. Ultimately, our lesson learned was to define common structures and purposes of workshops and communication measures in mutual agreement with key leaders. Whenever alterations to workshop formats and communication methods had to be made, this was solely due to the different personalities and situations in the departments involved. Alterations were made to generate credibility and to involve staff as efficiently as possible. As is ever the case: 'The exception proves the rule.'

The main recommendation arising from our own reorganization process is to take your time. The more change is involved the more time is needed for staff to become accustomed to it. This investment in time pays off handsomely in terms of acceptance and efficiency. Nevertheless, it is crucial to communicate and then stick to specific dates like starting and finishing points of phases. When planning changes like a restructuring process, be aware that this process cannot be repeated. Furthermore, because so many measures imply change for staff members, it is crucial to be alert to change fatigue amongst staff. Change fatigue will lead to a lack of acceptance of, and less willingness to participate in, future change projects. A well-planned change management project, in combination with management awareness of change and its impact on staff, helps a library develop further to best meet its customers' and funders' needs and requirements. It will also ensure that library employees are sufficiently well motivated to accept change and come to terms with it within a new structure.

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