

OVERVIEWS OF CHANGE MANAGEMENT IN THE PERSPECTIVE OF LIBRARY AND INFORMATION CENTRE: AN EMPIRICAL STUDY

Abstract

There is a common observation that the Library and Information Centre's are changing faster due to the introduction of information technology. With the advent of computers and application of ICT, whole scenario of libraries has been changed dramatically. As a result, traditional concept of libraries is being redesigned from manual management to machine-controlled management systems. Information made and keeps in new forms. The mixing of computers and printing is resulting in a replacement methodology of knowledge management and dissemination. The way within which libraries method, store, and retrieve data is ever-changing as is that the data medium itself; the aim of amendment management in libraries is thus geared toward providing quality data services and larger user satisfaction. In this paper discussed about overviews of change management and how and why it is useful for library and information centres in 21st century.

Keywords: Change Management, Library, 21st Century, Change Management, Information Centre, Perspective, Empirical Study and Information Management

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I. INTRODUCTION

Change is a critical element for advancing in any facet of life, as it mitigates risks and maximizes survival opportunities. Managing modifications is an approach aimed at transitioning from the current state to a desired one. Libraries have been experiencing both internal and external pressures for change over recent years, making it imperative to embrace change to preserve their relevance. Educational excellence cannot be achieved without addressing the evolution of libraries and academic institutions. To accomplish this, visionary leadership and robust management are essential to drive transformation. Effective and positive leadership is also crucial for motivating individuals to collectively pursue a shared vision.

Information Technology has catalyzed significant transformations in libraries over the past two decades. Computers have fundamentally reshaped how libraries operate and how information is utilized within them. Modern ICT has a profound impact on various aspects of library services and their users. The advancement and widespread adoption of ICT have led to the predominance of digital information sources and digital media, supplanting traditional forms of information storage and retrieval. Consequently, a library is no longer confined to a physical building in a specific location but also encompasses electronic resources. Beyond traditional collections like books, periodicals, films, and videos, libraries now offer a diverse range of information systems to cater to the needs of users. Technological progress has significantly influenced the expansion of knowledge and its accessibility, affecting users, services, and information resources within libraries. Libraries have adapted to change by revolutionizing how information is stored and distributed to their patrons.

1. Objective of the Study

- To know about change management
- why change management needed
- Role and process of change management in library
- Needs of change management in library
- Stapes to be taken when implementing change within libraries
- Problems of change management in library

2. Methodology & Limitation of the Study: Libraries play an indispensable role in our society, and their significance cannot be understated. Embracing change is a fundamental aspect of our natural order, as survival on Earth is contingent upon adaptation to evolving technologies. Libraries and information centers are not exempt from the imperative of change management. This study draws from information gathered from websites, blogs, and reputable journals, coupled with practical experiences and observations regarding the impact of change management in library settings. Change management and its influence on libraries and information centers constitute a vast subject, making it unfeasible to encompass all the intricate details within the constraints of this paper's word limit. Nonetheless, this paper delves into the most pertinent and critical facets of change management within the context of libraries and information centers.

II. LITERATURE REVIEW

Change inherently involves establishing a new system. Effective change management, therefore, requires managers to adopt a fresh perspective on the organization. **Duck (1998)** contends that this necessitates more than merely breaking the organization into smaller components. It encompasses concepts such as total quality management, process reengineering, employee guidance, and managing each facet as a functional unit, akin to addressing one ailment at a time. Change management appears to be influenced by three paradigms: deep-rooted beliefs, unconscious assumptions and values, often taken for granted and underlying expectations (**Zohar, 1997**). Zohar, in her perspective, identifies two overarching influences to which change managers may be susceptible. These influences are grounded in Newtonian and Quantum constructs. From a Newtonian standpoint, change management views an organization as a collection of distinct, separate working parts, potentially leading to a tendency for fragmentation. Moreover, Newtonianism assumes that change management is deterministic and governed by inflexible laws, which is why proponents may be surprised when the outcomes of change programs deviate significantly from predictions. **Siddiqui (2003)** expresses the view that the proliferation of knowledge accessible through state-of-the-art technological developments has compelled libraries to alter their service models and operational strategies to better serve library users. **Boden (2011)** also underscores the imperative for change in the development of learning spaces, making academic libraries more responsive to the evolving needs of students and faculty. This involves tracking trends and benchmarking against peer institutions. **Malhan (2006)** notes that due to globalization, intensifying competition in the education sector, and external pressures from economic forces, educational institutions are undergoing transformation to remain current and competitive in their respective domains. He further emphasizes that well-trained library personnel are crucial in today's rapidly changing information landscape and evolving work demands. **Honea (1997)** similarly emphasizes the importance of specialized knowledge in enhancing responsiveness to the environment and increasing effectiveness in managing change.

III. WHAT IS CHANGE MANAGEMENT?

In the vast expanse of the universe, one constant remains unwavering “Change”. Throughout history, those who have embraced change and adapted to it have found success, while others have faltered. This force of change has ushered in a new era in society and management, known as “Change Management. Change management is a methodical approach to addressing change, encompassing both organizational, such as academic libraries, and individual perspectives. This term, change management, holds somewhat ambiguous connotations, including adapting to change, controlling change, and driving change. However, at its core, all these aspects demand a proactive stance towards change. For libraries and information centers, change management entails formulating and implementing strategies and technologies to navigate shifts in the library landscape. It aims to enhance services for evolving clienteles in response to changing opportunities. Change management theory plays a pivotal role in effectively managing knowledge within library organizations. It represents a holistic approach, reflecting the evolving paradigms of management and organizational thinking. Furthermore, it serves as a valuable asset for both libraries and information professionals.

1. Advantages of Change Management Permit You To

- Evaluate and understand the need and impact of change
- Organize internal resources to support the transformation
- Effectively manage the various costs associated with change
- Streamline the implementation timeline for change
- Provide support to employees and aid in their understanding of the change process
- Devise and execute an effective communication plan
- Enhance cooperation and collaboration within your organization
- Mitigate resistance to change
- Sustain regular operations throughout the transition
- Maintain or even boost productivity, morale, and efficiency
- Alleviate stress and anxiety linked to change
- Minimize disruptive elements and risks associated with change
- Respond to challenges with greater efficiency
- Diminish the likelihood of change initiatives failing

2. **The Four Principles of Change Management:** Effective change management hinges on four fundamental principles: Understand Change, Plan Change, Implement Change and Communicate Change.

3. **Change Management Model:** There are several models of change management (Change management Wikipedia)

John Kotter's 8-Step Process for Leading Change

Dr. John P. Kotter, the Konosuke Matsushita Professor of Leadership, Emeritus, at Harvard Business School, introduced the 8-Step Framework for Leading Transformation (Lewis Tisdall's Business Blog, 2016). This framework comprises eight key stages:

- Instill a sense of urgency
- Foster a guiding coalition
- Craft a strategic vision and action plans
- Mobilize a volunteer force
- Facilitate action by eliminating obstacles
- Achieve early wins
- Sustain momentum
- Institutionalize change

4. **Change Management Foundation and Model:** The amendment Management Foundation is formed sort of a pyramid with project management managing technical aspects and other people implementing amendment at the bottom and leadership setting the direction at the highest. The amendment Management Model consists of 4 stages:

- Determine need for change
- Prepare & plan for change
- Implement the change
- Sustain the change

5. The Prosci ADKAR Model: The Prosci ADKAR Model stands as a personal change framework crafted by Jeff Hiatt. ADKAR serves as an acronym encapsulating the five fundamental pillars for an individual's successful journey through change:

- Awareness of the need for change
- Desire to actively participate in and support the change
- Knowledge of what to do both during and after the change
- Ability to effectively embrace and implement the change
- Reinforcement to ensure the enduring results of the change (The Prosci ADKAR Model, Prosci Tim Talks, 2019).

6. The Plan-Do-Check-Act Cycle and Choosing Which Changes To Implement: The Plan-Do-Check-Act Cycle and selecting that change to implement The Plan-Do-Check-Act Cycle, created by W. Edwards Deming, and could be a management methodology to enhance business methodology for management and continuous improvement of selecting those changes to implement. Once decisive that of the newest techniques or innovations to adopt, there are four major factors to be considered (Change management Wikipedia).

- Levels, goals, and strategies
- Measurement system
- Sequence of steps
- Implementation and organizational changes

IV. CHANGE MANAGEMENT IN LIBRARIES AND KNOWLEDGE CENTERS

Much like various organizations, libraries, information centers, and other knowledge-based entities are not immune to the tide of change. These organizations predominantly grapple with a particular type of change technological advancements. Libraries have consistently been at the forefront of adopting various technologies, including information technology. However, transitioning from established systems to entirely new environments presents a unique set of challenges, especially when applied in educational institutions such as libraries.

For instance, tools and methods that once suited traditional documents may no longer be applicable to digital documents, necessitating the development of entirely new approaches to address these evolving needs. Inevitable as change may be, provisions must be put in place to facilitate the integration of these changes.

Managing these changes is a formidable task for librarians. On one hand, librarians recognize that adaptability, innovation, and change are essential ingredients for the ongoing growth and development of the library. On the other hand, they are acutely aware that frequent revisions of policies, practices, and procedures can introduce uncertainty into library operations. To bridge this gap, librarians must learn how to effectively navigate and manage these changes.

The underlying goal of these changes is to harness the potential of human resources, materials, and technology more effectively. Libraries must change because their users demand it. The choice for libraries is clear: embrace change now and actively participate in shaping the future. Changes in libraries are inherently unpredictable due to the constant challenges posed by evolving technologies.

It's worth noting that academic and university libraries are evolving more rapidly than other types of libraries, largely driven by government policies related to education and the growing emphasis on student-centered learning.

To succeed in the 21st century, libraries need to adopt a more proactive and customer-centric approach to service. It's time to reassess service models that have been in place for years. Libraries should aim to reestablish standards, criteria for change management, or benchmarks that are considered fundamental to delivering quality library services. Some of the major external changes libraries are facing include:

- Technological changes
- Economic changes
- Strategic changes
- Political and social trends

There are some internal forces also which lead towards changes in libraries

- User complaints or requests
- Identification of issues
- Staff attitudes

It's evident that inflexible management principles may not universally apply due to the diverse and intricate nature of various organizations, including libraries. Libraries, in particular, contend with the dual challenge of managing traditional books and journals alongside electronic resources. They cater to two distinct user groups: those well-versed in information communication technologies and those less familiar with them. Consequently, libraries often find themselves navigating the extremes, with users demanding electronic resources on one occasion and electronic formats being imposed on them without considering their preferences on another.

In the context of libraries, change has primarily centered on innovating user experiences and meeting evolving expectations. Here, librarians play a pivotal role not only in adapting to change but also in spearheading it and formulating fresh paradigms. Resistance to change in library settings is typically rooted in the technical aspects of the work, particularly within the technical section. At times, libraries may even appoint change agents to introduce alterations. Managing change in libraries is not solely the responsibility of senior librarians; it is a collective effort involving all librarians and staff members (UNIT 3 CHANGE MANAGEMENT - eGyanKosh).

V. NEED OF CHANGE MANAGEMENT IN LIBRARIES AND INFORMATION CENTERS

Information technology has modified and can still do therefore each in kind and substance in tutorial libraries. It's time to re-evaluate service models that have functioned for years. We've got to creatively determine new solutions to recent issues and bring home the bacon results. Tutorial libraries within the twenty first century ought to be learning organizations. The thought of the training organization started within the non-public sector wherever continuous observation, updating, and changes area unit crucial for staying in business. A learning organization is mean at taking advantage of each formal and informal learning opportunities and dynamic its behaviour and direction in response to what it learns. Whereas this appears straight-forward and straightforward, it takes effort to focus attention on learn, a corporation and relevant to its then to show that learning into modification. And that we ought to monitor modification and effectiveness perpetually (SOLANKI, 2014).

Rapid technological changes associated advances need ever additional adaptive and complicated hands. We'd like to cultivate replacement hands of electronic resources librarians, info managers, system integrators, and also the coaching and education suppliers. Tutorial libraries ought to think about establishing a central coaching centre. The centre would be enabled to charge to produce consistent, comprehensive coaching in electronic technical skills, tutorial delivery and style, social control superior skills, and continued education for librarians and workers. It may conjointly develop computer-based instruction for student assistants and voucher personnel to produce coaching in core competencies required for operating in tutorial libraries. There's conjointly a desire to extend collaboration among library units. We'd like to be ready to foster new endeavours that cut across ancient practical boundaries. To achieve success within the twenty first century, tutorial libraries ought to be additional proactive and additional client service bound. The complicated challenges of succeeding ten to twenty years need artistic leadership, drawing the simplest from each library leaders and followers so as to satisfy the strain of their things and bring home the bacon goals and processes that are helpful to the educational and world community (SOLANKI, 2014).

Steps to be Followed while Implementing the Change in Libraries (UNIT 3 CHANGE MANAGEMENT - eGyanKosh)

- Decision-making (Assessing the need for change)
- Conceptualizing the change (Understanding the nature and extent of change, identifying the appropriate timing for implementation)
- Readyng the library for change (Effectively communicating the upcoming changes)
- Establishing the planning team (Identifying the team members and appointing a leader)
- Planning the change (Defining a vision, developing a strategy, setting goals, objectives, and establishing timelines)

VI. PROBLEMS OF CHANGE MANAGEMENT

1. **Lack of ability generally** staff resist amendment as a result of they don't have needed competencies as required once and when the amendment is enforced. They don't wish to indicate their weaknesses that are why they resist amendment. Generally, they presume that their lack of ability could price them their job.
2. Staff feel full generally the staffs don't have decent time to interact with the amendment. They're not within the position **Lack of Understanding** the staff doesn't perceive why the amendment is going on once they don't have decent information regarding the amendment. Some communication issues are typically connected with this facet of amendment. While not understanding the explanation behind the amendment, it becomes quite troublesome for individuals to simply accept amendment.
3. **Fear of unknown and failure** staff resist amendment as a result of they need to be told one thing new. They concern the unknown and regarding their ability to adapt it. Individuals are continuously suspicious regarding the foreign thing; they're involved regarding a way to get from the previous to new, as a result of it involves learning one thing new with risk of failure. They're much glad with the establishment and check out to keep up it.
4. To handle two things at the same time i.e., handle amendment and carry their current responsibilities.
5. Genuine objections staff conjointly resist amendment as a result of they don't share the worth driving the amendment. They genuinely believe it's wrong to initiate amendment within the organization and resist saving the organization. They need real objections (Kotter, 1996) Has mentioned eight reasons for the failure of the change processes, these are:
 - Allowing too much complexity
 - Failing to build a substantial coalition
 - Not understanding the need for a clear vision
 - Failing to clearly communicate the vision
 - Permitting roadblocks against the vision
 - Not planning and getting short-term wins
 - Declaring victory too soon
 - Not anchoring changes in the corporate culture.

VII. CONCLUSION

This paper provides an overview of change and change management, with a specific focus on its application in libraries and information centers. Change, as a concept, is not immune to resistance; typically, new ideas or changes face initial criticism and rejection. Recognizing this phenomenon, the paper delves into the topic of resistance to change and offers strategies to effectively address and overcome it. The paper explores the primary categories of change currently impacting libraries and elucidates the methods for

implementing these changes within library settings. It underscores the importance of librarians possessing knowledge about change management, given their roles as managers of library resources. These changes bring forth both new challenges and opportunities for organizations, and libraries are no exception to this dynamic landscape. Ignoring these changes is not a viable option for librarians. Instead of treating change as a series of isolated events, the paper advocates for a holistic, organization-wide approach to change management. It emphasizes that change is a deliberate process that demands careful planning, time, and resources.

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