

## Shadow of the leader: How library leaders undermine or bolster change efforts

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### → Content

- Change Management and Leadership
- Methodology
- Findings
- Conclusions



## → Change Management and Leadership

- perpetual change
- deliberate large-scale changes

➤ Only 19 % of the major change projects are evaluated as successful!



## → Change Management and Leadership

Chandos Information Professional Series

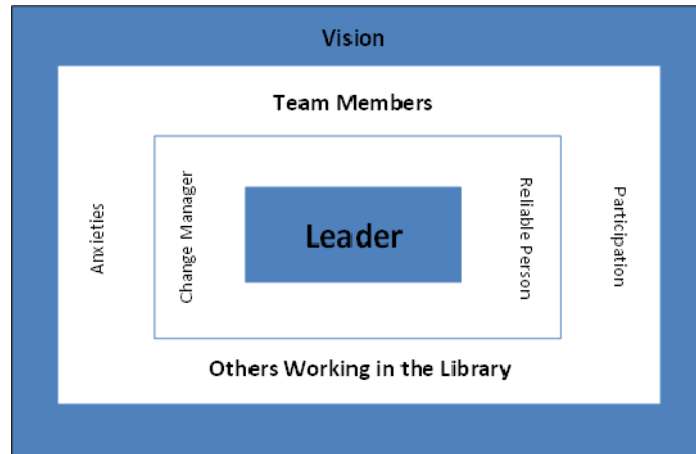


### Leadership in Academic and Public Libraries A time of change

Petra Düren



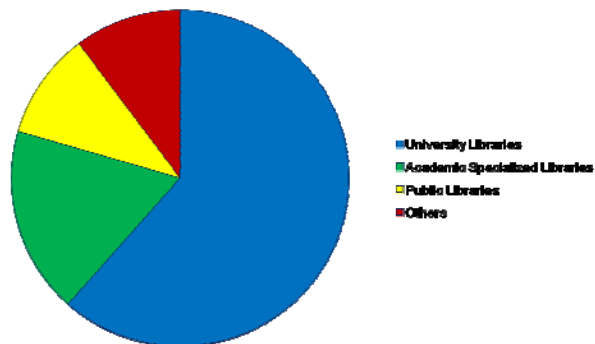
## → Change Management and Leadership



(DÜREN, Petra. 2013. *Leadership in Academic and Public Libraries: A time of change.*)

## → Methodology

**39 participants in German speaking countries**



## → Findings USA

- (1) Participation/Preparation
- (2) Communication
- (3) Expectations/Goals/Objectives
- (4) Employee relations
- (5) Trust/Accountability



## → Findings German speaking countries

Communication  
Project management  
Participation  
Goals/Objectives and positive aspects  
Serious handling of team members' worries and

Poor communication  
No or poor project management  
No participation  
Negative attitude  
No serious handling of team members' worries and



## → Conclusions

- Communication is crucial for every change project!
- Change projects need a project management with management committee or steering group and project teams
- Participation of those impacted by the change



## → Conclusions

- **This study has to and will be continued!**
- ❖ Qualitative interviews with members of staff
- ❖ Extensive quantitative study





## Thank you for your attention!

For further information or interest in a joint project on:

- Quality or Change Management
- Leadership or Knowledge Management

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