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Management of Change in Libraries and Information Centers

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Abstract

Into the 21st century, it is a time of change. People Management, capturing the transition, keeping up the momentum, building political or stakeholder support, engaging the Change, and inspiring Change, creating the vision. This start to change can be led by the library through the application and development of technology. The influence of ICT, which interlinks computers throughout the globe in continuous chain, has ushered libraries into a frenzy of organizational change - from a manual authority to automated administration of library processes.

The paper emphasizes the strategic role of libraries in leading this transition by adopting structured change management frameworks. Change in libraries can be triggered by a variety of internal and external factors, such as leadership transitions, funding policies, infrastructure upgrades, and technological innovations. To address these challenges, libraries must adopt a systematic process that includes planning, communication, restructuring, policy analysis, staff training, monitoring, and cultural adaptation. The cultural shift—where new practices become embedded as “the way we do things here”—is identified as the most enduring aspect of change, requiring three to five years to fully internalize.

Keyword: Management of Change in Libraries, Change Management Process.

Introduction

Knowledge-based libraries and information centres in the near future will be primarily concerned with the management of change in order to achieve their goal of generating, organizing, evaluating, and providing access to knowledge for their clients. With the volatile nature of the current landscape, it is to take a holistic view of the tools, utilities and knowledge to get out ahead and deliver on customer promises. All time, finance, and other resources will go in vain if the change management strategy is not understood, designed, and implemented in a proper way. Thus, to manage change takes intentional and concerted action. What is a best practice for developing an appropriate change management plan? To go any further with a potential change model, we first need to understand what changes really are, and how they happen. When the library tries to change its way of working and ways of working from manual to electronic to digital, many procedures, rules and regulations, and working habits and ways of interacting between staff and users must be changed. It belongs to multiple categories / classifications and goes through a natural evolution at various levels.

Change Management Process:

When the library tries to change its way of working and ways of working from manual to electronic to digital, many procedures, rules and regulations, and working habits and ways of interacting between staff and users must be changed. It belongs to multiple categories / classifications and goes through a natural evolution at various levels.

1. Trigger Situation:

A need or event of some kind, such as the appointment of a new library director, a change in funding, the introduction of new technology, building renovations or additions, or the launch of a new service programme, frequently prompts the need for change.

2. Planning:

Planning can be tactical or strategic, but it usually involves assigning a team to do the assignment. After determining the demands of the client, the organization evaluates its advantages and disadvantages, looks at potential, investigates how other professionals are handling the issue, and performs a gap analysis to determine the resources needed compared to those on hand. Plans are eventually created, along with goals, objectives, and desired results.

3. Communication:

After it is created, the plan is shared, comments are requested, and it is updated.

4. Restructuring:

Staff members are allocated based on the size of the modification.

There might also be new job descriptions and an updated organizational structure. After assignments are given, the readiness of each person's and each group's skill set is evaluated so that suitable training programmes can be created.

5. Process and Policy Analysis:

In order to determine what adjustments are required to achieve optimal performance, current policies, procedures, and processes are examined. Process mapping, running pilot projects to test new theories, and impact analysis to ascertain how the changes may influence other areas of the operation can all be part of this process. In the end, the library needs to document the modifications in order to proceed to the next phase.

6. Training:

Employees must be trained to manage their new responsibilities. Eventually, performance evaluation criteria are altered, and as new employees are hired, expectations are set for the new programme or processes.

7. Monitoring and Assessing:

After the adjustments, it is vital to evaluate the new programmes, performance in relation to the initial aims and objectives.

8. Cultural Change:

The most crucial element of cultural change is when it is accepted as "this is the way we do things here" and has become second nature to people. Usually, the change takes three to five years (or longer) to become fully embedded.

Implementation of Change Management in Library

1. Creation of Standardized Planning and Service Programs:

Every library that implements change management, designs a programme for client services, or establishes a programme for service assessment does not have to begin the process from the beginning. The majority of libraries require assistance with focus group selection, statistical analysis, user surveys, assessments, and observational research, either in-house or through outside parties. The consortium's ability to create a programme that is generalized for a group of libraries and reproduce the outcome can be very beneficial in allowing each institution to compare its programme and level of success to those of other institutions.

2. Improving Operational Processes.

Libraries have to deal with evaluating the efficiency and economy of their operations. The consortium can help by providing methodologies for analysis, comparative institutional data, and options for improving internal processes by outsourcing.

3. Procurement of electronic content: -

Thus far, many consortia are little more than purchasing clubs. Libraries which are typically members of multiple consortia, shop around for competing "deals" "Primarily on the basis of obtaining the information at the lowest possible cost.

Nonetheless, a few bigger ones are gathering data and applying for state funding to buy data and provide it to the participating libraries. Consortia can assist libraries in managing these changes by evaluating the caliber of the content offered by different providers, advocating for increased funding, offering more responsive services, delivering return on investment, and offering data to assist libraries in selecting between different purchase options.

4. Facility construction and Management: -

The majority of university libraries must handle a variety of facility-related concerns even if they lack access to architectural and infrastructure consultants. Consortia can help member libraries with everything from the design and construction of public service areas to the development of storage facilities by offering or hiring architectural consulting services. These services can be general or even more specialized and in-depth.

5. Facilitate digital libraries: -

Libraries require help analysing the different technical standards and alternatives for generating the material as more seek to develop digital libraries (e.g., digital reproductions of significant historical documents and state government information of regional significance). Smaller libraries occasionally might want to hire someone to do the task for them. Both kinds of change for the library can be managed with the aid of a consortium. In addition to offering opportunities for local libraries to create digital collections and encouraging the adoption of new standard tools like those being created by OCLC for the cooperative online resource catalogue project, the consortium can also offer training and support.

6. Provide training and consulting in emerging areas: -

To effectively manage change and new projects, libraries must be aware of emerging issues. The consortium can be of considerable help by providing training and advising services in areas like as process analysis, web portal design, and risk management.

Librarians as Change Managers

This emphasises the need for change more than anything else. Every organisation has to change with the times or else the more cunning rivals in the market will drive it into oblivion and brand it as out of date. Change is a never-ending circle. So librarians need to accustom themselves to it. Librarians need to handle change effectively to survive and thrive in today's environment. The future for libraries can be an exciting and challenging one for those libraries that are both able and open to change.

Conclusions:

Because they understand that today's knowledge-intensive world demands a different approach, method of operation and end result from such organizations, libraries and information centers have altered their organizational behavior. Employees at all levels must coordinate and work together, mostly in terms of self-direction. Prior to the current rate of change, several libraries and information centers had management procedures and systems in place that were put into place more slowly. Because of this, some of those processes and procedures might not work as effectively as they used to in that more secure and predictable world. For example, bureaucratic control, a holdover from the past, is being replaced with peer control, user control, and automated control. Many successful library projects include teamwork, team development, sharing of core knowledge and new directions, and team efforts that enable flexibility and complete organizational learning styles.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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