Leading transformational change: what I know about disruptive innovation

Vicki McDonald
State Library of New South Wales

ALIA National Conference 2016





Australia's first library | A world leading library

Our challenge: Reduce staff by 20%



Reposition and refocus our resources

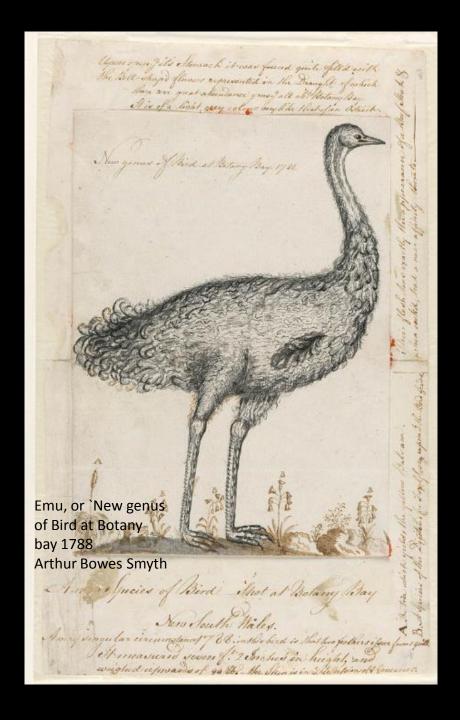


Leadership is about engaging your organisation with change, not necessarily about leading change.

Paul t'Hart

A better understanding of each other's work, priorities and challenges





Initially the vision is blurry, but after the coalition works at it for 3, 5 or even 12 months, something better emerges.

Eventually a strategy for achieving that vision is also developed.

Kotter



Creating a vision

- Creating a vision to help direct the change effort
- Developing strategies to achieve that vision

Communicating the vision

- Using every vehicle possible to communicate the new vision and strategies
- Teaching new behaviours by the example of the guiding coalition

Empowering others to act on the vision

- Getting rid of obstacles to change
- Changing systems or structures that seriously undermine the vision
- Encouraging risk taking and non-traditional ideas, activities, and action.



Change is a journey....

Transitional environments are rife with questions, uncertainty and fear of the unknown.

- What will happen next?
- How will I fit in?
- How will the trajectory of the organization significantly change and, if so, how?



Few leaders know how to prepare for the challenges that lie ahead

Bridges and Mitchell, 2000





Mr J Prentice and Miss Jean Howat, acrobatics - Home and Away – 1435 – State Library of NSW

Trust is defined as confidence reliance on another in a vulnerable situation

Hurley



Hurley's framework on how to earn trust

- 1. Common values: does the trustee share our values and beliefs?
- **2. Aligned interests:** do the trustee's interests coincide rather than conflict with ours?
- **3. Benevolence**: does the trustee care about our welfare?
- **4. Competence**: is the trustee capable on delivering on commitments?
- 5. Predictability and integrity: does the trustee abide by commonly accepted ethical standards (such as honesty and fairness), and is s/he predictable?
- **6. Communication**: does the trustee listen and engage in open and mutual dialogue?



Communicate, communicate, communicate!



'The elephant in the room'

Celebrating and acknowledging success!



Everything changes and nothing remains still

Plato. Cratylus

Thank you!