Organizational Culture, Change Agency, and Emotional Intelligence:

Research Findings for Fostering Librarian Ownership of IL Programs
Consider organizational culture in order to reflect upon resistance issues that may accompany IL programming efforts.

Define and consider change agency and emotional intelligence to advance IL programming at your institution.

Review potential change techniques to match one to your home institution.
“a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”—Schein (2010)
External Adaptations
  - Conflicting Meanings/Definitions of IL
  - Lack of Institutional Imperative for Curricular Integration
  - Various Forms of Support are Weak

Internal Integration
  - Librarians Disagreement over Instructional Role
  - Tension between Service and Education
  - Various Forms of Support are Weak

Adaptation & Integration Examples

Wilkinson & Bruch IFLA 2012
Using the definition of organizational culture, reflect on information literacy at your institution.

Are there any external adaptation or internal integration problems affiliated with IL? How do these problems manifest?
* Faces of resistance
* Levels of resistance
* Escalation of resistance to overt conflict
* Intervention strategies, i.e. from a “culture of revenge” to a “culture of reciprocity”—Cheldelin (2000)

* Fear of temporary incompetence
* Fear of punishment for incompetence
* Fear of loss of personal identity
* Fear of loss of group membership—Schein (2010)
Increasing Psychological Safety

- Vision
- Education
- Support -- Schein (2010)

Getting Buy-In
Capacity to exert power

Change is moving in a new direction or changing a course of action

Change Agency
Communication link between two or more social systems (cultures?) to address “social chasm”

Data or evidence gatherer to establish a need for change*

Culture builder to create an intent to change**

Conflict resolver to address resistance behaviors if necessary

Translator of intent to change into action—Rogers and Shoemaker (1971); Lucas (2000)

Change Agent Abilities
Nemawashi a collective decision-making process that thoroughly considers all options before making a decision—Keyes and Namei (2010)

Appreciative Inquiry narrative based process of change--Sullivan (2004); Hammond (1998)

Change Agency Theory a planning tool and an implementation process that librarians can use to develop a strategic plan for curriculum change—Travis (2008)
Examine the examples of change strategies on your worksheet.

Use a external adaptation or internal integration problem you previously identified at your institution. Which change strategy might work best to resolve the issue or problem?

Considering Change Strategies

Wilkinson & Bruch IFLA 2012
How leaders handle themselves and their relationships—Goleman et al (2002)
**Self-awareness** reading one’s own emotions and recognizing their impact

**Self-management** emotional self control, transparency, adaptability, achievement

**Social awareness** empathy, organizational awareness and service to others

**Relationship management** inspiring others and guiding with a compelling vision—Goleman et al (2002)
Emotion is an inherent aspect of human experience and work is laden with emotion.

Rethinking emotions at work means recognizing the power of positive emotion.

Research findings about emotion and IL are only just beginning to hint at the importance of this path of investigation—Christensen and Worline (2010).
Examine the examples of EI domains on your worksheet.

Given your adaptation or integration problem and your potential change strategy, what EI domain is it important for you to develop and why?
Organizational Culture
Plays an important role in the workplace

Change Agency
Offers techniques and strategies to transform existing cultures

Emotional Intelligence
Facilitates cultural transformation working with others
EI, workplace culture and change agency are intertwined in the future of IL program development.
Thank You!

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