

Leading transformational change: what I know about disruptive innovation

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State Library of New South Wales

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@coffeemiss



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Our challenge:

Reduce staff by 20%



Black Swan. The Female *anas atrata* (ink and pencil inscriptions).
Watercolour on paper watermarked 'J Whatman', PXD 1098 / vol. 4

**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



87. Duck. Watercolour on paper from the TAL & Dai-ichi Life Derby collection of natural history watercolours, 1790s / compiled by Aylmer Bourke Lambert



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



BIRD and FLOWER of PORT JACKSON. Painted by J. S. 1779

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.

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?*



Dewey, 2012, p136

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

Bridges and Mitchell, 2000

A row of six light-colored wooden blocks, each with a single letter carved into its top surface. The letters, from left to right, are C, H, A, N, G, and E. The blocks are arranged on a light-colored wooden surface, and the background is softly blurred, showing more of the same blocks.

CHANG E



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?



Celebrating the armistice [children] (1918), PXD 481/ 70

**Communicate,
communicate,
communicate!**



Perspective [interior] view of Sir Ashton Lever's
Museum [Leicester Square, London] March 30/1785
/ watercolour by Sarah Stone

**‘The elephant
in the room’**

Celebrating and acknowledging success!



*Everything changes and
nothing remains still*

Plato. Cratylus

*Thank
you!*