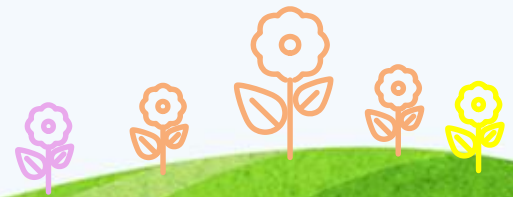
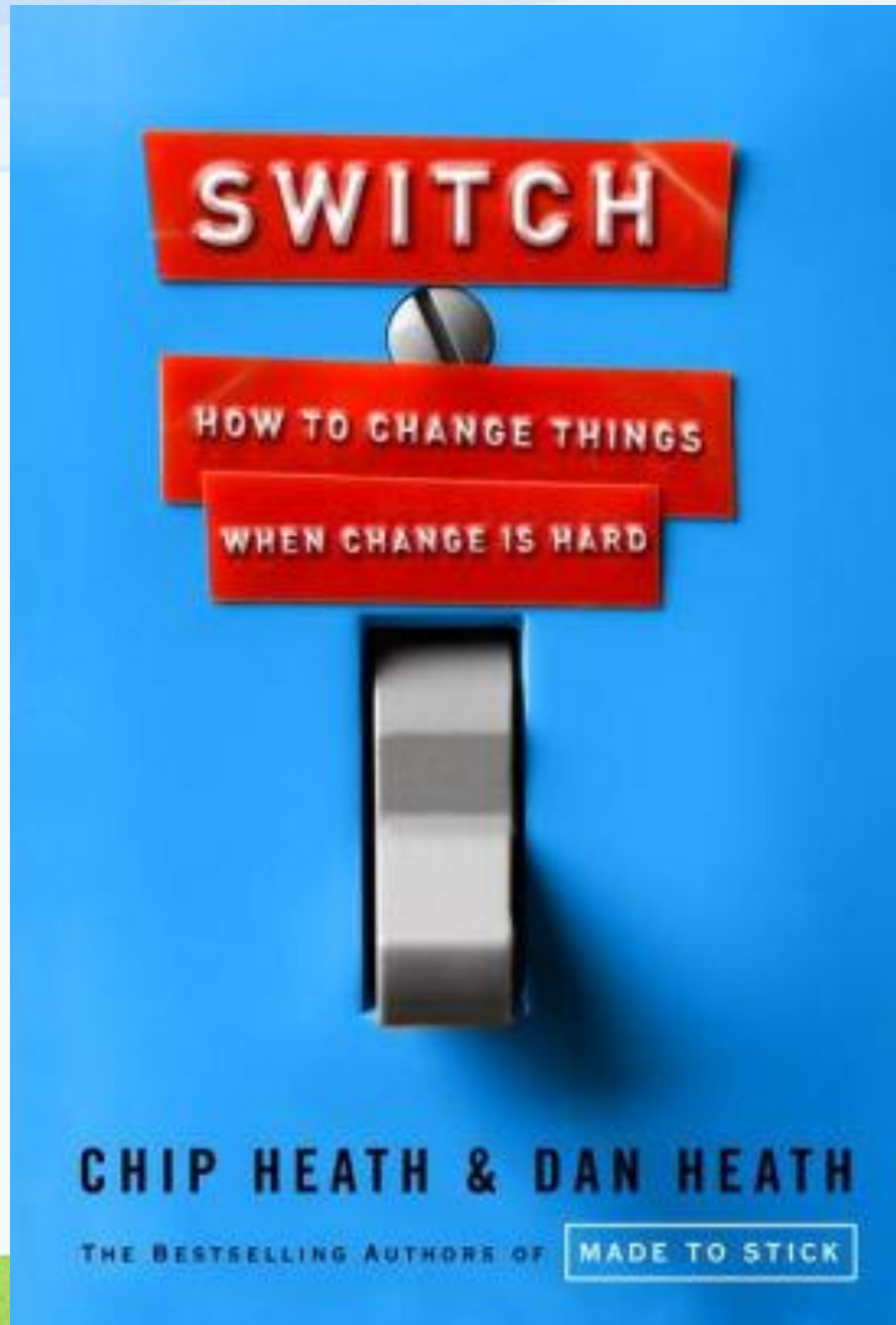


# *Positive Approaches for Embracing Change*

*Cathy Wolford  
Michigan Library Association Conference  
Oct. 18, 2018*

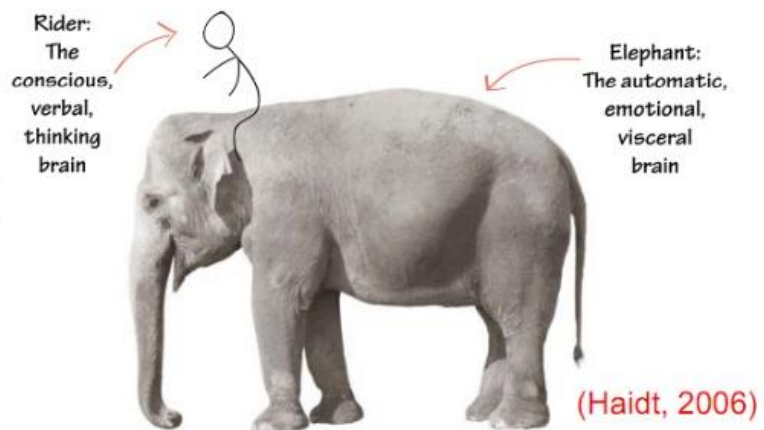


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OCT 17 -19, 2018



# One brain, two minds

- Elephant = impulsive mind
- Rider = Rational mind
- Path = the environment



Willpower is the strength of the rider



# 50 Reasons Not To Change



S T A T U S  
Q  
O





# 3 keys to behavior change

## Direct the rider

- give clear direction,  
reduce mental paralysis

## Motivate the elephant

- find the emotional  
connection

## Shape the path

- Reduce obstacles, tweak  
the environment, make  
the journey go downhill



# Direct the Rider

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Follow the  
Bright  
Spots



# Direct the Rider



*Script the Critical Moves*



*Motivate the  
Elephant*

*Shrink the Change*

*Motivate the  
Elephant*

*Find the Feeling*







*Motivate the  
Elephant*

*Grow Your People*



# Shape the Path

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# *Tweak the Environment*



*Shape the Path*



# FUNDAMENTAL ATTRIBUTION ERROR

meaning, definition, explanation...

<https://youtu.be/kOHUujS88jQ>

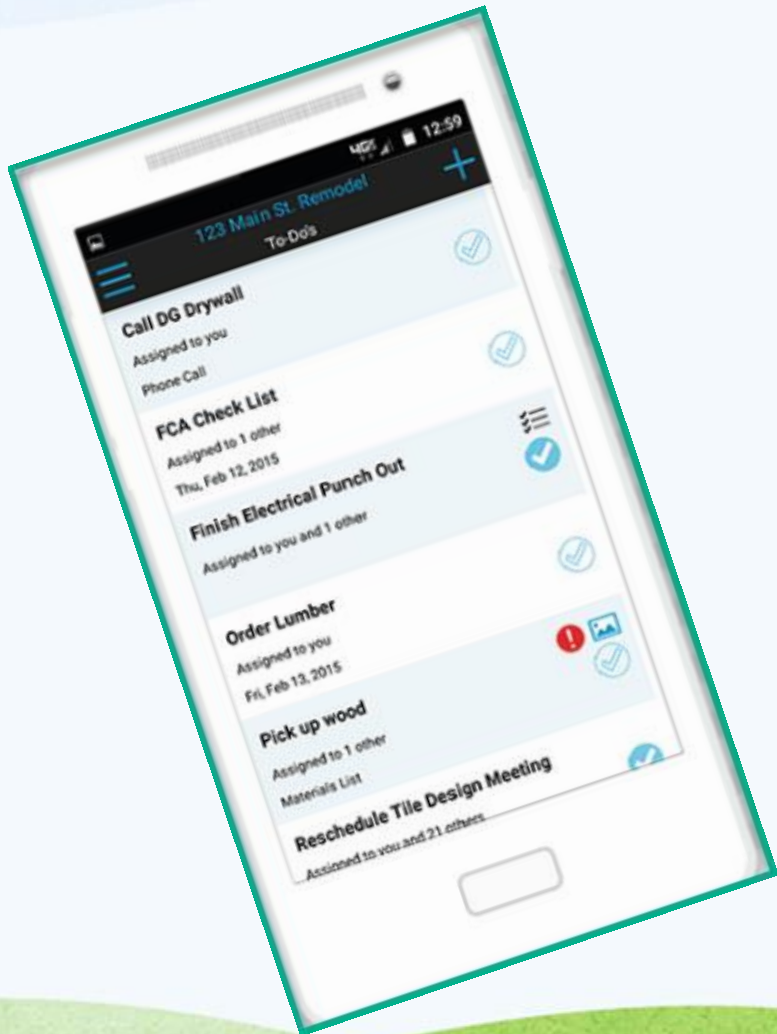
*Shape the Path*

# Build Habits



*Shape the Path*

# Tweak Environment + Build Habits = Checklist



Shape the Path



# Rally the Herd

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*Shape the Path*



# When Change Works it Follows a Pattern

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Clear Direction



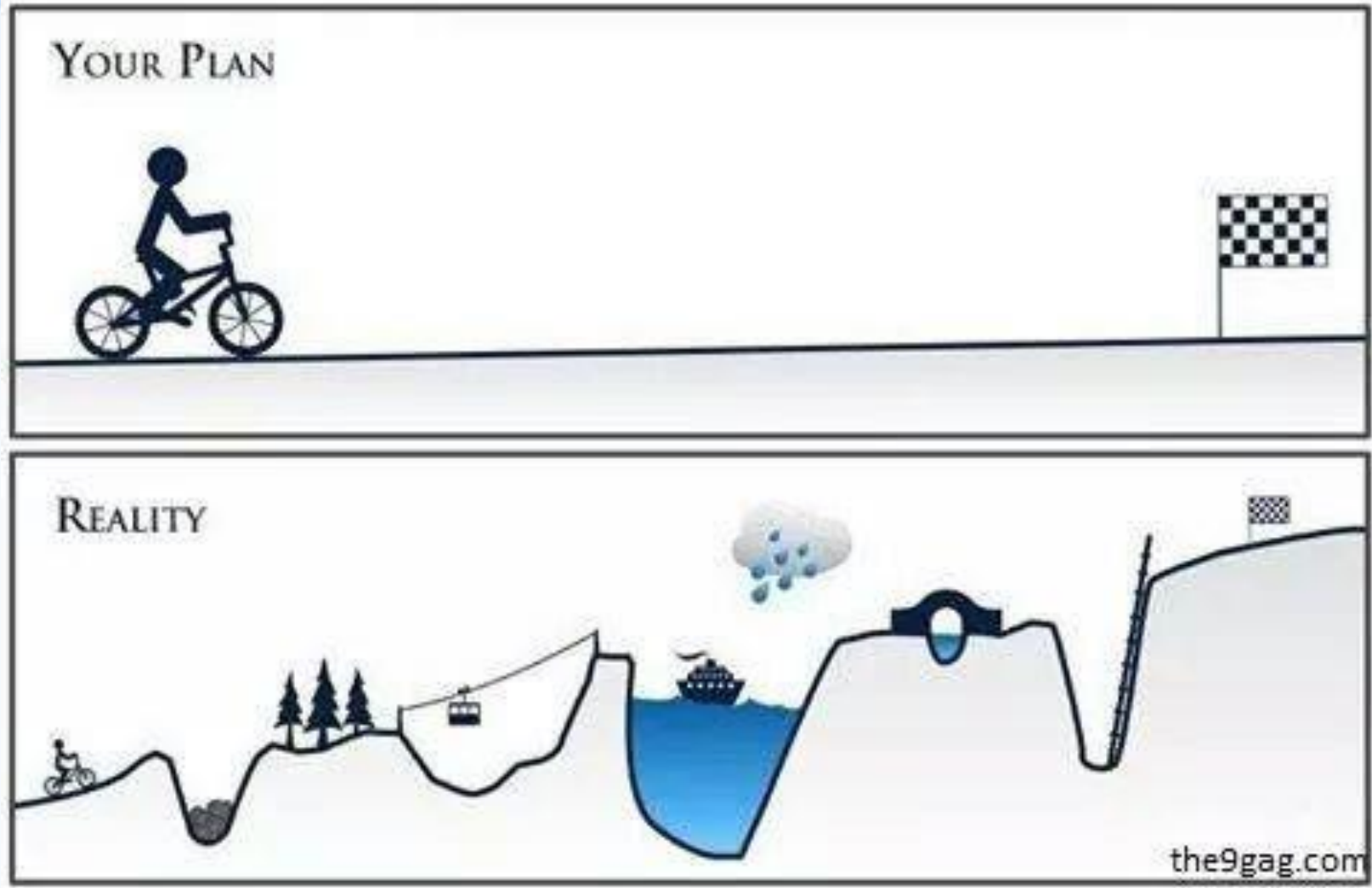
Ample Motivation

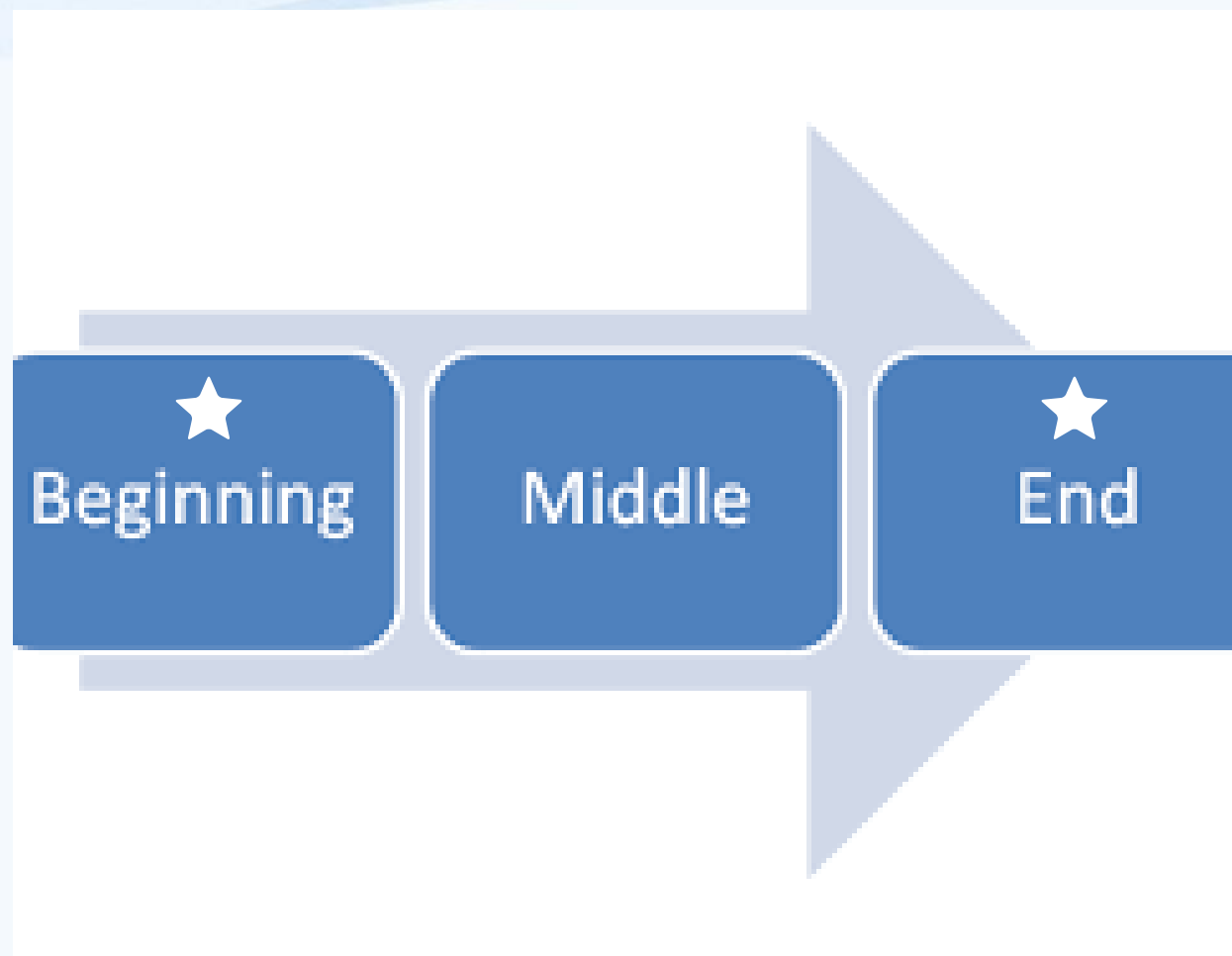


Supportive Environment













# Kaizen

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改

= KAI = CHANGE

善

= ZEN = GOOD  
(FOR THE BETTER)

改善

= KAIZEN

= CONTINUAL  
IMPROVEMENT



Kaizen



# Ten Principles of Kaizen



1. *Let go of assumptions.*
2. *Be proactive about solving problems.*
3. *Don't accept the status quo.*
4. *Let go of perfectionism and take an attitude of iterative, adaptive change.*
5. *Look for solutions as you find mistakes.*
6. *Create an environment in which everyone feels empowered to contribute.*
7. *Don't accept the obvious issue; instead, ask "why" five times to get to the root cause.*
8. *Get information and opinions from multiple people.*
9. *Use creativity to find low-cost, small improvements.*
10. *Never stop improving.*





# 5 Whys Technique



**Why #1 – Why is the monument deteriorating?**

Because harsh chemicals are frequently used to clean the monument.

**Why #2 – Why are harsh chemicals needed?**

To clean off the large number of bird droppings on the monument.

**Why #3 – Why are there a large number of bird droppings on the monument?**

Because the large population of spiders in and around the monument are a food source to the local birds

**Why #4 – Why is there a large population of spiders in and around the monument?**

Because vast swarms of insects, on which the spiders feed, are drawn to the monument at dusk.

**Why #5 – Why are swarms of insects drawn to the monument at dusk?**

Because the lighting of the monument in the evening attracts the local insects.

Root Cause

**Solution:** Change how the monument is illuminated in the evening to prevent attraction of swarming insects.

# Pros and Cons of Kaizen



Kaizen



改善

KAI

ZEN

# Multiple Generations in the Workplace

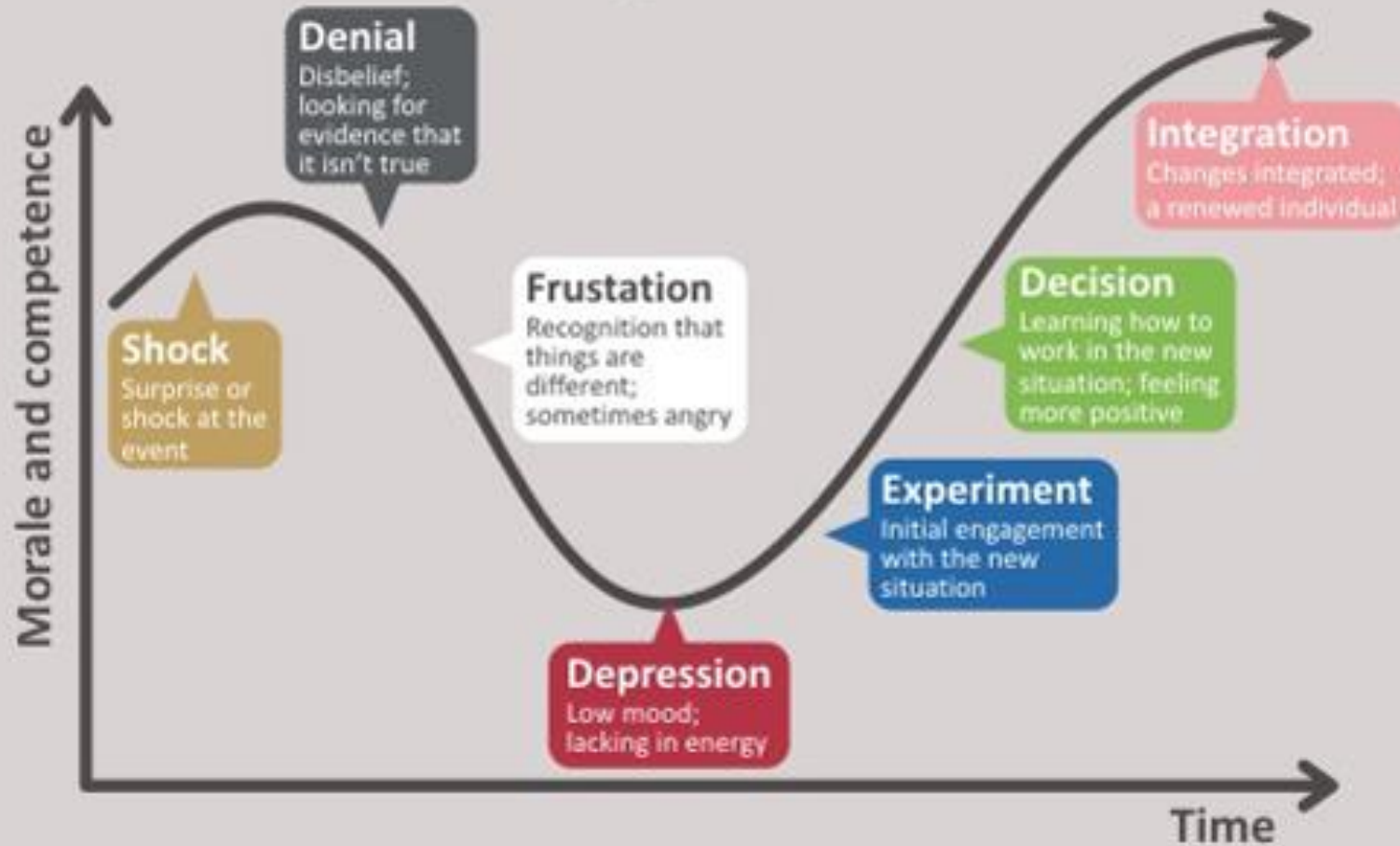




# Understanding Change

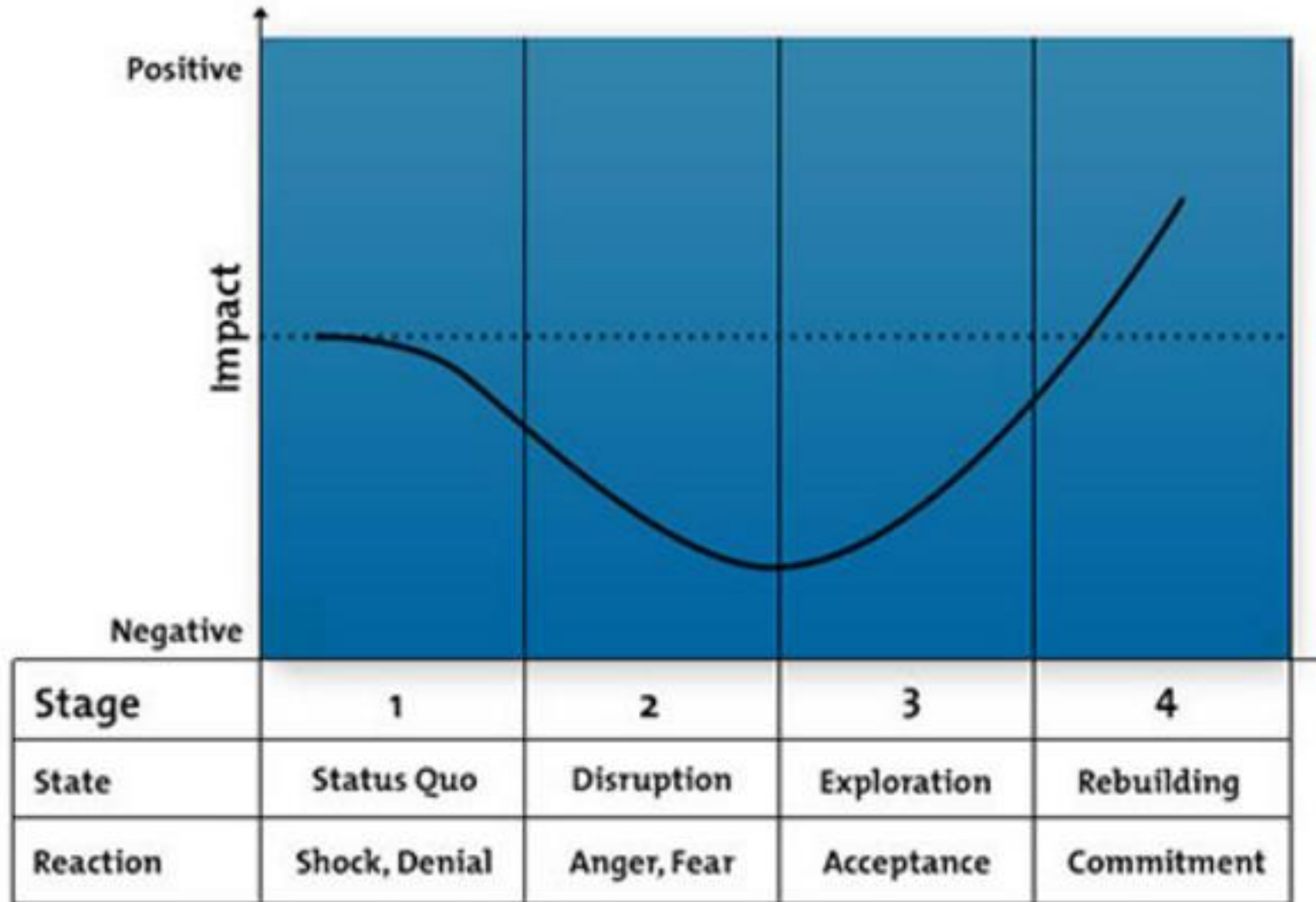


# The Kübler-Ross change curve





# Figure 1 – The Change Curve



# ACTIONS TO USE AT EACH STAGE

## STAGE 1

- ◉ Reality of change sets in
- ◉ Need adjustment time
- ◉ Communication is vital at this stage
- ◉ Try not to overwhelm





## ACTIONS TO USE AT EACH STAGE

### STAGE 2

- This stage is the “danger zone”
- People begin to react to change
- Emotions may include concern, anger, resentment or fear
- Resistance to change may be active or passive



# ACTIONS TO USE AT EACH STAGE

## STAGE 3

- **Turning point**
- **Acceptance grows**
- **Stage is vital for learning and acceptance**
- **Changes start to become second nature**
- **Productivity and efficiency return**



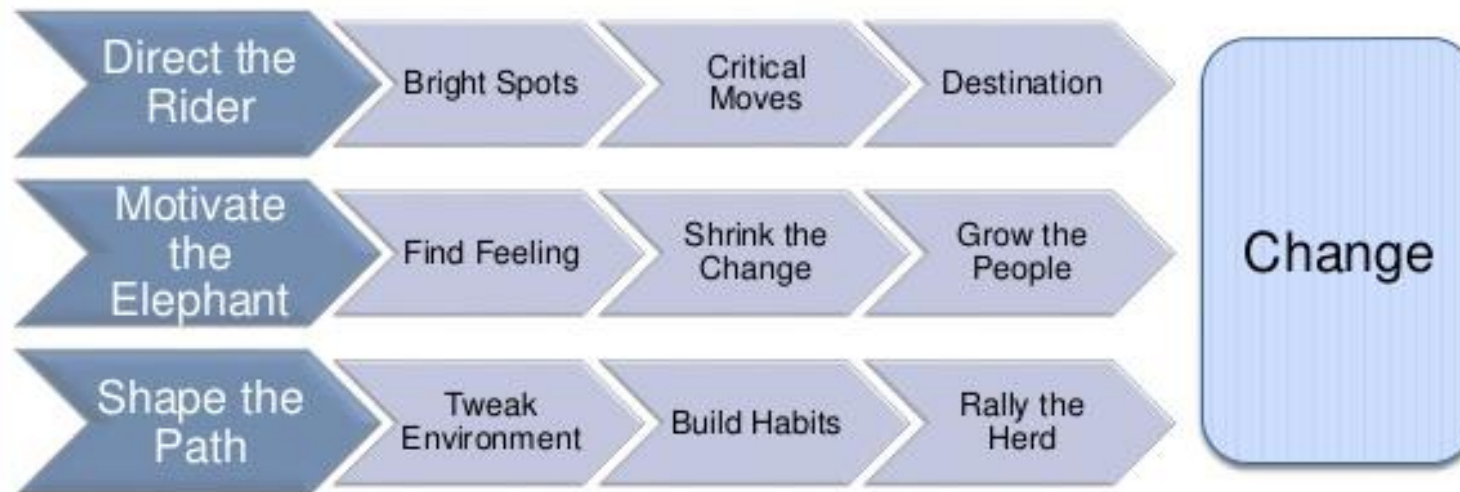


# 7 Cs of Communication



# The Framework

➤ Change isn't an event; it's a process











*Thank you!*

*Any Questions?*

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