



Digital Strategies for Heritage (DISH) 2013

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Chefs' Table session

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Table Host: Astrid Verheusen & Astrid van Weesenbeeck

Title: Change management in the Library sector

Introduction

How to define and implement new skills and competencies in the digital age?

The skills needed to lead and manage cultural heritage institutions change. There are different types of change management to cope with the challenges involved. Aim of this table session is to discuss these different types of change management.

Discussion

Change management in the library sector. Running projects at the Dutch Royal Library. Normally, project results have difficulty landing permanently in an organisation. As a solution, the KB has set up an organisation structure where a business change manager is also involved in the project from the sideline. The business change manager is also the one who will coordinate the changes within a certain department.

Discussions/issues from participants:

Dealing with an organisation that needs to reinvent itself because of major funding cuts.

Stimulating change bottom-up, not only top-down.

Resistance to change: how to motivate employees to work with new technologies.

It is important to engage people in a project from the start. Changes require a different type of managers. It also requires a more bottom-up involvement and time.

Difference between a commercial company and a library: acceptance of new services is much harder in libraries. Number of users is becoming much more important for cultural institutions. Communication is essential: internal communication and external communication.

Patience is very important when managing projects.