A Framework for Achieving Organizational Culture Change

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Introduction

Organizational change achieved through systemic and planned organizational strategies is something that has been occurring in many libraries world-wide. However it is not well known whether most of those organizational change strategies have resulted in transforming the organizational culture. Through the experience of a major Canadian research library, a framework for achieving organizational culture change through engagement, leadership and innovation has emerged that serves as a blueprint for library leaders and others charged with implementing organizational change.

The University of Saskatchewan, founded in 1907, is one of Canada's leading medical-doctoral universities and is internationally recognized for its contributions to teaching, scholarship, research, and innovation. The campus is home to two nationally and internationally renowned research facilities, the Canadian Light Source synchrotron and the Vaccine and Infectious Disease Organization. The university's signature research areas (water security, food and bioproducts, One Health, energy and mineral resources, Aboriginal peoples scholarship, and synchrotron sciences) are aimed at positioning the university among the most distinguished universities in Canada and in the world.

The University Library at the University of Saskatchewan in Canada currently serves a client base of over 22,000 students and 5,000 faculty and staff through seven physical library locations on the university campus. The library holds a number of unique and special collections relating to Saskatchewan, Western Canada, and the University of Saskatchewan. Over the last decade the library system has undergone a significant transformation of its collections, services, and physical spaces. This transformation continues today, as client expectations continue to evolve, as new technologies are introduced, and as the library and publishing industries also continue to morph.

Academic libraries throughout the world have been on similar transformation journeys over the last decade as they have endeavored to meet evolving and increasing client expectations to remain relevant in this dynamic information environment. While not alone in its

journey, the University Library at the University of Saskatchewan can be considered unique in its achievement of a significant transformation of its organizational culture in the period of a few short years.

Transforming an Organizational Culture: A Framework

Each organization has its own unique culture, created over time through the shared attitudes, values, beliefs, perceptions, and customs of its members[1]. Culture evolves and solidifies over time, as members preserve and evolve the history, rules and norms of the organization. Cultures perpetuate themselves through socialization, particularly when new members are admonished for violating cultural norms or are rewarded for adherence or assimilation[2].

There are times when a leader recognizes that the present organizational culture will not adequately support (or may be detrimental to) the achievement of the organization's vision. It is at this point where a cultural shift is not just desired or hoped for, but is essential for the organization to achieve its goals and desired future state.

As building an organizational culture takes years, changing that culture cannot occur overnight. It typically takes years to effect sustained culture change of a transformative nature. Creating even the smallest shift in culture requires a passionate commitment and the active engagement of senior leadership. Creating a sustained culture transformation requires the steadfast long-term commitment of organizational leaders, a strong commitment and desire by key influential champions, coupled with a significant investment in the design and implementation of targeted people strategies that are specifically aimed at shifting the culture.

This paper shares the decade-long strategic and organizational change experience at the University Library at the University of Saskatchewan, Canada. In sharing this story, a strategic framework for sustained culture change will be described. While this library's experience is based in academic librarianship in the context of the global post-secondary sector, the framework for engagement, leadership, and innovation to effect culture change is applicable for all types of libraries.

This framework for culture transformation is comprised of six essential elements, as described below.

1. Identify the catalyst for change
2. Strategically plan for successful change
3. Engage and empower organizational members
4. Cultivate leaders at all levels
5. Foster innovation, creativity, and risk-taking
6. Monitor progress, measure success, and celebrate (even the small changes) along the way

1. Identify the catalyst for change

The transformation journey for the University Library at the University of Saskatchewan began in 2005 with a decision by the university's administration to recruit a dean to lead the University Library, rather than a director. This change signaled an increased importance of the library as one of seventeen campus colleges and schools, and provided an equal seat for the dean of the library at the university's decanal table. While the library's dual service and academic mandate was recognized, there was nonetheless an imperative for librarians, as faculty, to significantly increase their research outputs and to embrace research as a core professional responsibility. This new direction for library faculty was in alignment with the overall institutional direction to increase the research intensiveness of faculty across the campus, in order to enhance the university's research profile as compared to its Canadian peer institutions.

The arrival of the library's first-ever dean in March 2006 formally launched the library's concerted effort to transform its collections, services, and facilities through the development of a new strategic plan. This strategic plan, strongly aligned with the university's strategic directions, contained a new mission, vision, and values. Employees from across the library system were involved in the creation of this new strategic plan, and the vision for the future had strong support.

To achieve this new vision for the future, it was recognized that significant changes were needed. As explained by the new Dean, "[i]ntegral to achieving this vision was a strong desire to build a workplace culture that was characterized by high levels of employee engagement, with effective communication and leadership at all layers and levels of our library."[3] Highly committed and engaged employees would be needed in order to reshape and refocus the library and its workforce, and new ways of thinking, behaving, and leading would be critical.

The culture at the time had been identified through a survey of librarians as fitting most closely with the definition of the Market culture within Cameron and Quinn's Competing Values Framework, which is concerned with stability, control, and an emphasis on productivity.[4] The survey highlighted the desire of some librarians for a shift toward Adhocracy, a culture where innovation, risk-taking, and a creative spirit is encouraged. A smaller segment desired a shift toward the Clan culture, with a strong focus on people, relationships, and teamwork.[5] Some felt quite comfortable with preserving the current culture. However, there was recognition by the new dean that if transformative change to library collections, services, and physical spaces was to be realized, that an equally radical and transformative change to the organization's culture would be essential.[6]

Determining the catalyst for change, and understanding the organization's readiness and receptivity for a culture shift, is important for a leader to be certain of prior to embarking on any effort to shift or radically transform culture. Surveying members about their readiness for a culture shift may work in some organizations, but may surely be a death wish in others.

Organizational members are comfortable with the culture they identified with when joining the organization, otherwise they likely would not have joined the organization in the first place. Therefore it is important to recognize and respect the natural tendency for members to

protect the culture that they know and identify with, and that they are actively working to preserve. Sending up smoke signals or making declarations that culture change 'must happen' or is strongly desired by a new leader is likely to result in active efforts to thwart such a plan. Organizational members may feel offended or disrespected with any proclamation that there is something wrong with the current culture, and may feel that something is about to be 'done to them' against their will.

It is important for leaders to acknowledge that not everything from the past needs to be forgotten and indeed, some elements of success and pride from past achievements can help to set the foundation for a new culture. Being clear about those elements of the past to retain, and those which to leave behind, forms the basis for the design and selection of appropriate people strategies.

Taking a strategic approach to shifting the organizational culture is more likely to result in successful change. The leader and leadership team must deeply know, understand, and have their pulse on the mood or temperature of the organization in order to make an assessment of readiness (both at the individual and collective levels) for culture change. When progressing through the culture change framework, leaders must know how quickly to progress change -- when to accelerate and when to slow down. They must anticipate where pockets of resistance may lie, and know which strategies will work best to address any anticipated resistance.

In assessing the potential receptivity to a shift in culture, it is natural to notionally identify those who would be likely champions and supporters of the desired future culture. It is about identifying those individuals who already demonstrate the behaviors, perspectives, and mindset that are in alignment with the desired future culture. These members should be encouraged and supported when they overtly demonstrate the desired characteristics within the workplace, as a way to reinforce the desired behaviors to both the individuals themselves and to their colleagues. Engaging these champions in conversations about the desired culture and strategies to move towards that desired future state can help to build early-adopters and active supporters of the desired culture.

For the University Library, the catalyst for change started with an institutional imperative coupled with a rapidly evolving library industry that required dramatic change for its library in order for the library to remain relevant. The university seized the opportunity to empower and support a new library dean to lead and bring to realization a new vision for the library. The dean recognized the need for a transformation to the organization's culture in order to achieve the desired future state and inspired others to share that vision, but at the same time respected the legacy, evolution, and attachment to the current culture. Together with leaders and champions, targeted workforce strategies were introduced in a staged approach to begin to turn the culture onto a new course.

2.   Strategically plan for successful change

When planning for organizational culture change, it is essential to implement initiatives in a planned and strategic manner. Introducing initiatives in a haphazard manner, without a direct link to the larger strategic objective, will result in outcomes that don't quite hit the mark. It is like throwing jelly against a wall; some of it will stick, while most of it will run.

When planning for any larger-scale change that will significantly impact organizational members, it is best practice and makes good business sense for leaders to utilize change management principles in the planning process. Doing so will increase the likelihood that the change will be successful by helping members to understand the reasons for the change and by fostering positive organization-wide support for the change. Planning should be no different when deciding to undertake a concerted effort to shift culture. Because each organization's culture is steeped in years of traditions, customs, and practices and will naturally be extremely difficult to change, it is absolutely critical to apply change management principles early on in the planning process.

The Prosci ADKAR® model for individual change is a proven method for successful change management. The model proposes that individuals make changes more successfully when they have the necessary **A**wareness [of the need to change], **D**esire [to participate and support the change], **K**nowledge [on how to change], **A**bility [to implement required skills and behaviors], and **R**einforcement [to sustain the change]."[7] Applying a change management methodology allows for deliberate planning early on in the change process to address each of these aspects, and helps to bring members along the ADKAR change continuum. Organizations that have an increased capacity for change "….are more resilient and agile, sustaining them in times of economic uncertainty and keeping them lean and competitive in times of economic recovery and prosperity."[8]

At the University Library, the process to develop a new strategic plan was the first step in setting a new organizational vision and direction, and was also a first step in readying the organization for a shift in its culture. A proven methodology for strategic planning was utilized, as was external facilitation expertise. The planning process was inclusive, with consultation to allow all employees the opportunity to participate in robust discussion and provide input and feedback. This approach confirmed the mantra that people commit to, support, and engage with those things they help to create, making the engagement and empowerment of organizational members another key element of the framework.

3.   Engage and empower organizational members

While the arrival of a new leader is an opportune time to enact a significant change in direction, often there are times when existing library deans and directors realize that a serious change of course is necessary. It then falls to these leaders to inspire a shared vision by appealing to shared aspirations, providing awareness about why change is necessary, and

involving members in the creation of a new future state. As people will support what they help to create, involving members in the creation of a new future state increases the likelihood that members will support the new future state, enlist others to share in the vision for the future, and work hard to help the organization to achieve the shared vision.

Through a new strategic planning process, employees at the University Library had the first-ever opportunity under the leadership of a new dean to participate in the creation of a new direction and vision for the library. Employees also had opportunities to participate in the monitoring and assessment of the library's progress on achieving its new strategic direction and goals, therefore sharing accountability for the success of the plan. Employees also had opportunities to engage together in the creation of operational plans for their branch/unit, aligned with the library's strategic plan. These operational plans helped employees understand how the contributions at the branch/unit level ultimately contributed to the achievement of the library's goals.

Prior to the new dean's arrival in 2005, the library had discovered through an employee opinion survey that only 54% of library employees were engaged. This score was derived using the Q12, a highly researched method to measure employee engagement developed by Gallup from over thirty years of accumulated quantitative and qualitative research.[9] The library adopted a definition of engagement: those who *say* positive things about the organization, *strive* to do their best every day, and *stay* to learn and grow.[10] Another similar definition of engagement is "[a] heightened emotional connection that an employee feels for his/her organization that influences the application of additional discretionary effort."[11]

The library's senior leadership acknowledged that an engagement score of 54% was not adequate to achieve the new vision. The library would need to determine how to substantially increase the level of employee engagement. One strategy was to identify employee engagement as a key performance indicator for the measurement of strategic plan success. This resulted in conversations about possible factors that could potentially drive engagement at the library, and about the level or percentage of employee engagement that was desired. By increasing understanding and awareness about employee engagement through engaging employees in discussion, it painted a picture and created desire amongst members to become a more engaged workforce.

The employee survey also provided valuable information about how well employees were living the organization's values through decision-making and interactions with others, as the survey contained questions that directly mapped to the library's values. Another key performance indicator for measuring the success of the strategic plan was employee satisfaction. Employee opinion survey data allowed the library to assess employee satisfaction in eleven key areas including strategic planning/change readiness, communication, and leadership.

Having baseline data for employee engagement, employee satisfaction, and how well the values were being demonstrated provided the library with an ability to measure progress from year to year in these areas. This data provided great insight for library senior leaders about

areas requiring further focus, and validated that the various strategic people initiatives were indeed shifting the culture towards the desired future state.

The development of a library People Plan[12] in 2009 overtly signaled the pivotal importance of the workforce in the achievement of the library's new vision and strategic directions. Much like the development of the strategic plan, the People Plan was developed through the active involvement and engagement of library employees from throughout the library system. While the planning team was comprised of a smaller group of around fifteen employee representatives from various areas of the library, there were many opportunities throughout the planning process for the planning team to gather feedback and ideas from all employees.

The People Plan highlighted four core people strategies, focused around the four most critical areas of emphasis for the workforce. These areas of emphasis centered around learning and development, relationships and teamwork, appreciation and celebration, and conversation and communication. A future-looking 'people vision' for the workforce was developed through consultation, as were various key actions to advance the workforce towards the achievement of both its people vision and in turn, the organization's vision. Key actions identified within the People Plan included a focus on leadership development, skill development to work with an increasingly electronic library collection, team building, appreciation and recognition activities, and enhanced communications.

Building upon the success of the first People Plan, a second People Plan was developed in 2012. While the four core people strategies remained constant, a new vision for the workforce was developed that spoke about pursuing excellence through discovery and inquiry; about being exceptional practitioners and scholars; about embracing creativity, innovation, and risk taking; and demonstrating outstanding leadership.[12] Key people strategies to implement over the duration of the Plan included a continuing emphasis on leadership development, a skill development program for managers and supervisors, opportunities for employees to create a personalized development plan, and mentoring and research support for faculty. A third four-year People Plan will outline areas of focus for 2017 to 2020.

Providing many and varied opportunities for employees to engage with the development of the People Plan and the implementation of the various strategic people activities has resulted in support and buy-in for the People Plan, its key strategic actions, as well as for the overall library vision and strategic direction. Investing resources in designing and implementing strategies to advance the workforce towards its vision for the future has reaped dividends in terms of significantly increased employee engagement and satisfaction, the demonstration of leaderly behavior from employees at all levels of the organization, and most importantly has contributed to a shift in the culture.

Finding ways to engage and empower members is a critical step in attempting to shift an organization's culture. Engagement cannot be mandated, therefore it is up to leaders to determine how to ignite engagement. This starts with understanding what matters most to employees, through listening and then taking steps to implement changes. Organizations that conduct employee opinion surveys more out of curiosity with no intention of taking action to

address employee concerns, should prepare to see a decrease in overall employee satisfaction and engagement. When employees see that their opinions count and that their concerns have been heard, they will have greater trust in their leaders and in turn be more engaged.

Engaging employees in determining what the workforce could look like in the future creates significant buy-in, energy, excitement, and commitment for that future vision. It can challenge members to envision themselves as part of that future state, who then in turn inspire others to share in that vision. Those employees who cannot, for whatever reason, identify with the direction that the organization has set may feel compelled to find another organization they can better identify with.

It is unrealistic to expect that all members will share the future vision for the organization. Every organization has employees who are not engaged as well as some who are actively disengaged. Those who are characterized as not engaged are not necessarily negative or positive about their organization; they are ambivalent. They hang back and don't commit themselves.

Actively disengaged employees can be described as cave dwellers – they're "**C**onsistently **A**gainst **V**irtually **E**verything"[13]. These types of employees act out their unhappiness; every day they tear down what their engaged colleagues are building. They operate from the mindset that they are right, and everyone else is wrong. The negativity they spread is like a blood clot; actively disengaged employees clot together in groups that support and reinforce their beliefs…[t]hey close themselves off from anyone who invites them to become part of the solution; they thrive on being part of the problem.[14]

Each organization has cave dwellers, and managing the attempts at destruction can be exhausting for leaders and frustrating for engaged employees who feel attacked or criticized for their good work and optimistic mindset. When a cave dweller is part of the senior leadership team and/or has responsibility for managing people, it is crucial for the leader to find a way to remove the cave dweller. Failing to do so will surely hinder the organization's progress and will most certainly damage employee morale, commitment, and engagement along the way.

It is important for leaders to not be distracted by the ruckus caused by the cave dwellers, but instead focus their energy on the actively engaged who are committed to moving the organization forward.

> "Engaged employees produce more, they make more money for the company, they create emotional engagement with the customers they serve, and they create environments where people are productive and accountable…. they stay with the organization longer and are much more committed to quality and growth than the employees who are not engaged or actively disengaged."[15]

By remaining steadfast on the path towards progress and receiving energy and optimism from the engaged majority, leaders and engaged employees can together propel the organization forward towards its ideal future vision.

4.   Cultivate leaders at all levels

As stated, the work required to shift an organization's culture requires the passion and steadfast commitment of senior leaders. "Effective leaders are willing to jolt an entrenched culture when necessary."[16] However, senior leaders cannot change culture by themselves. The must rely on leaders elsewhere throughout the organization to demonstrate and embody behaviors that are aligned with and support the achievement of the desired culture.

Sustained leadership through the provision of customized in-house learning and development to grow a sustainable culture of 'leadership from where you stand' is a critical component of this case study story. The Library Leadership Development Program (LLDP) at the University Library has been well documented.[17] [18]

The strategic decision in early 2008 to invest in leadership development for all employees was one of the most impactful decisions that has directly contributed to the library's culture shift. Utilizing both internal and external organization development expertise, the LLDP was designed for the library through feedback from employee focus groups. This feedback helped to identify and understand some of the key issues, and the LLDP curriculum was designed to address and build organizational capacity to address these issues. Core to the program is the philosophy that anyone can be a leader; one does not need to be in a formal managerial position in order to be a leader. Employees can lead from where they stand.

The LLDP is comprised of six two-day modules, offered over a span of eight to twelve months. The first program offering was comprised of a cohort of eighteen participants including all librarians and deans with formal managerial responsibility, the library's director of human resources, and librarians aspiring to formal leadership roles (high potentials). The second program offering was comprised of line managers and supervisors, and future program offerings have been open to all employees regardless of whether or not they are in a formal supervisory role.

The LLDP curriculum incorporates learning from the self, team, and organizational perspectives. Topics include relationship building, team building, leading change, planning and accountability, organizational culture, organizational effectiveness, and personal mastery. Behavioral science instruments provide participants with greater insight into how their own personal leadership style intersects with their innate personality preferences and the preferences of others. Trios are used for peer coaching, and action-learning elements of the program provide opportunities for teams to apply their leadership learning to real-life work situations[19].

Many graduates of the LLDP as well as non-graduates have engaged with various in-house leadership development activities including the leadership reading club, a leadership community of practice, and engagement with half and full day sessions offered as part of the sustaining leadership learning workshop series. New library employees attend an orientation workshop aimed at introducing the 'lead from where you stand' philosophy and employees are encouraged to develop leadership skills from the commencement of employment.

The 'lead from where you stand' philosophy has resonated deeply with the majority of library employees. Many have embraced this philosophy and in turn have deeply engaged with developing their own leadership skills, and feel empowered to exercise leadership. As a result, a culture of leadership has emerged where employees are empowered to exercise leadership in their work units, in project teams, and throughout the library and the institution.

Through engaging in leadership development activities, employees have expanded their mindsets and perspectives and more easily embrace change. By becoming more aware of their own innate preferences and how those preferences surface within their personal leadership style, they have a greater awareness of the impact of their behavior on others. The development of a deeper understanding and appreciation for the styles and preferences of others helps employees work more effectively together, resulting in more positive outcomes and work experiences. A 2014 employee survey highlighted that 68% of employees who had participated in leadership development activities reported an increase in their overall job satisfaction since their participation in the activities….survey participants also reported dramatic improvements in workplace communication and relationship skills as a result of the investment in leadership development.[20]

The competencies and behaviors that were developed through this library's leadership development initiatives "…have changed the organization's culture to be more collaborative, flexible, open and accepting of change and challenge, supportive of learning, able to create and use knowledge, and focused on achieving the organization's vision and values. These are the characteristics commonly associated with a learning organization."[21]

A recent demonstration of the deep desire to cement a culture of leadership into the fabric of the culture is showcased by the commitment of some librarians to facilitate and lead sessions as part of the library's sustaining leadership learning workshop series. Putting their leadership learning into practice by sharing their knowledge and experience as a leader to inspire and teach their colleagues about leadership is testament to the power of the 'lead from where you stand' philosophy.

The process of building leadership capacity at all levels of the organization was a pivotal factor in transforming this library's culture. The cultural transformation was largely accomplished in just four years, from the point in 2008 where the decision was made to invest in leadership development to 2012 when it was recognized that the culture was profoundly different.[22] The investment in leadership development continues strong today, and the culture continues to strengthen with leadership at its core.

A strong investment in leadership development, if introduced in a way that engages members, can be a gateway to create a movement towards real sustained culture change. Investing in the development of leaders is one of the most powerful and impactful strategies that an organization can make. Research indicates that organizations with the highest quality of leadership are thirteen times more likely to outperform their competitors in areas of financial performance, quality of products and services, and employee retention and engagement.[23] In this world characterized by uncertainty and complexity, organizations now more than ever

require strong leaders all throughout their organizations. Therefore instituting and/or continuing a strong investment in leaders, particularly during challenging economic times, is imperative.

5.　Foster innovation, creativity and risk-taking

Creativity is defined as the ability to make something new, and innovation is defined as the act of taking creativity and making it concrete.[24] Innovation is, at its essence, the creation of something that is [perceived] to be new and different and that adds value.[25] Creativity is imaginative and often spontaneous, and requires the ability to take risks.

With the evolution of technology and changing client demands over the past decade, libraries have been challenged to offer new and different spaces, services, and collections in order to remain relevant to clients. "Organizational cultures that promote innovation and collaboration, minimize functional silos, and focus on the customer are more likely to thrive in a digital world."[26]

As academic libraries re-imagine themselves and determine their role in post-secondary education and research, they will need to go further than just being creative – they will need to be innovative. "Libraries will need to not simply meet client demands, but instead anticipate and deliver services and resources that clients didn't even know were possible from an academic library."[27] It is by providing unique spaces, services, environments, and technologies that delight and captivate clients that libraries will be sought-after places to collaborate, create, and innovate.

Research has shown a strong positive correlation between effective leadership behaviour, innovation, and the capacity for change in organizations.[28] The presence of a culture of engagement and leadership provides the foundation to foster a climate that embraces innovation, creativity and risk-taking. This is why the framework for organizational culture change first requires a high level of engaged employees, followed by a large number of employees who feel empowered to exercise leadership where they stand. Without engaged employees providing leadership all throughout the organization, it will be difficult to foster and nurture a climate of innovation.

A foundational step in building a culture of creativity and innovation is to create a climate that is accepting of failure. "If failure is a stigma, employees and leaders will not be willing to take the personal or professional risks required for innovation."[29] Due to the historical nature of the work, libraries have for decades demanded perfection and order in all aspects of library work. Books must be shelved in precise order; spine labels must be affixed just so; policies must be followed to the tee. Therefore, embedded in the fabric of the industry is a resistance to error, failure, and change. Changing this mindset is necessary in order for a library to be innovative, creative, and comfortable with taking risks.

The University Library had been historically fairly risk-averse and resistant to change. However a new vision for the library in 2006 envisaged employees as 'leaders and innovators in

a dynamic information environment.' This new strategic imperative that employees would be both leaders and innovators caused different sorts of conversations to occur within the organization.

Conversations centered around what would be needed in order for employees to embrace creativity, and to learn from failure. There was a commitment made to becoming a learning organization, which Senge describes as a place "…where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together."[30] A learning organization is one that tries something new, learns from what works and what doesn't, and continually readjusts and regroups.

Employees identified the need to be discovery learners, described as acquiring knowledge and skills using methods of inquiry. "Being a discovery learner is an attitude or an approach … a way of being, and includes an ability and a comfort level to experiment with new software, investigate new innovations, be self-taught (rather than waiting to be taught), take risks, research, and try new things."[31]

For innovation to occur in a workplace, the five fundamental values of questioning, risk-taking, openness, patience, and trust must be present; only when these five values are working in tandem can innovation succeed.[32] Without risk-taking, there can be no innovation.[33] Conversations within the organization centered around the notion of risk-taking; questions included 'how risky is too risky?', 'should risks be educated risks,' and 'what will happen if a risk doesn't work out?' There were discussions about trust; assessing why trust was low in some areas of the organization and what could be done to improve trust.

LLDP and related leadership activities empowered employees to exercise leadership and to be creative and innovative in their work. Employees began to contribute new ideas in new ways. The motivation and process to establish a university approved research centre (the Centre for Evidence-Based Library and Information Practice: C–EBLIP) within the University Library is one example of employees contributing new ideas in new ways. With the idea of the centre (a first in Canada) coming initially from a single librarian, leadership and creativity was applied and the concept gained credibility and support within the library, leading to the eventual approval one year later of a formally recognized university research centre. C-EBLIP itself has evolved and is recognized now as an established part of the library, and there are a growing number of librarians who are actively engaged members of the centre.

Fostering innovation, creativity, and risk-taking requires engaged employees who are empowered to exercise leadership, and who are not afraid to try something new – even if there is the chance it may not work out. It is therefore incumbent on an organization to ensure that any attempts at change and innovation are celebrated, which takes us to the final step of the framework.

6. Monitor progress, measure success and celebrate (even the small changes) along the way

All too often, strategic plans embodying new directions become just words on paper and the work of the library continues unchanged. Change in such circumstances takes a back seat. Effecting change requires constant monitoring, including a continual realignment of resources with priorities. Getting the balance right between writing the plan, implementing strategic initiatives, and monitoring and reporting progress can at times be a bit tricky. Too much time spent planning means implementation never quite happens, and moving to implementation before adequate planning has completed also has it drawbacks. That's where timely and regular monitoring of progress becomes important. Flexibility to make adjustments to timelines and projects should always be accommodated, but so too should a focus on implementing change be at the top of the list.

The establishment of some formal measures of success, or key performance indicators, can aid in the monitoring of the progress of the plan. At the University Library, a formal process for review of progress by the planning team and reporting out to library employees at regular intervals was developed alongside a publicly available Achievement Record.[34] Over time this record has become for the University Library a central element in a broader program of assessment activities.

Taking time along the way to celebrate even the small changes helps to further motivate project leaders, teams, and employees generally. Gestures of thanks and recognition do not always have to be on a grand scale. Often a heart-felt personalized thank you from a leader, identifying the specifics of an individual's contribution, is what is most appreciated. The University Library has learned over time that employees prefer recognition differently, and it is incumbent upon organizational members to identify the personal preferences of each other and to then tailor recognition accordingly.

At the University Library we have used small informal gestures (such as hand written thank you notes) and formal activities (such as the Dean's Award for Excellence) to help celebrate progress along the way. Preparing a record of achievement is important and over time can be a timely reminder of all of the actions taken organization-wide to effect and sustain the culture change. Finally monitoring progress, measuring success, and celebrating outcomes along the way helps to tie together all of the six stages within the organizational change framework, thus showing the integrated nature of the framework and emphasizing that work across all elements of the framework are critical to success.

Conclusion

Mossop[35] describes transformative change within organizations as a state that may be visualized from the outset, but is realized only in hindsight; there comes a point in time when comparing an organization's former state to its current state that you realize that the current state is profoundly different. The culture at the University Library is profoundly different than it

was a decade ago. It has taken a substantial amount of vision, planning, commitment, engagement, leadership, financial investment, and perseverance to transform the culture. It has also taken courage on the part of leaders to make tough decisions, to ensure that the right people are in the right positions to effect the desired change. This has meant ensuring that those in formal managerial and supervisory roles demonstrate strong leadership and ethical behavior. It has also required the need to demonstrate courage and personal resilience to remove those who are ineffective, disengaged, or demonstrate unethical behaviors – all which erodes trust and hampers the achievement of a healthy organizational culture.

The focus, commitment, and determination to shift the culture by developing leaders throughout the library has greatly contributed to the creation of a new progressive culture at the University Library. This new culture is characterized by: high levels of engaged employees (measured at 76% in 2015); employees are guided by and consistently demonstrate the organization's values in their decision making and interactions with others (71% of employees in 2015 state that members are living the library's values); employees feel empowered to exercise leadership where they stand and make decisions that support their work; there is greater appreciation for and focus on ensuring effective team functioning; employees routinely look to identify efficiencies to processes and solutions to problems; and change is embraced.

Employees demonstrate courage, resilience, and optimism on a daily basis. There is increased accountability within the library; employees demonstrate personal accountability for their work outcomes and their personal behavior, and conversely also hold one another accountable – particularly when organizational values are not adhered to. Communication and relationships are much stronger.

There are many challenges confronting libraries today. The ten-year change experience of one Canadian research library has provided the working context for this framework for organizational culture change. The framework is intended to be helpful to other library leaders in their efforts to successfully implement organizational change and evolve a culture that can sustain the library well into the future.

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