

CHANGE MANAGEMENT IN LIBRARIES OF DIGITAL ENVIRONMENT

Gopalasetti Rajasekhar¹, Prof. C. Sasikala²

¹Junior Research Fellow, Dept. of Library and Information Science, Andhra University

²Dept. of Library and Information Science, Andhra University

Email - ¹kingsekhar143@gmail.com ²prof.csasikala@gmail.com

Abstract: *Librarians have been pioneers in adapting to new innovations. Especially in this time of Information and Communication Technology, Libraries are advancing into information or resource centers and the part of librarian into that of facilitator from that of manager of books. The user groups are being heterogeneous and the request being changed the part of new age bookkeeper is very challenging. Libraries and information services confront many difficulties from changes in the information environment, the vast majority of which have happened because of improvements in electronic resources and the development of the "Digital age". This paper describes various strategies for the change management and how implementation can be taken place in Library and Information Centers.*

Key Words: *Change Management, Digital Libraries, Library Management, strategies of management of change, WWW, ICT.*

1. INTRODUCTION:

The development of the "Digital age" has incited significant changes in the library and information services condition. The computerized library period can be said to have started in practical terms in the early 1990's. In spite of the fact that forecasted by a few creators before that it was at exactly that point that different innovative variables (shabby PC power and storage, rapid systems networking and, significantly, the Internet and World-Wide Web) met up to empower the computerized library to wind up plainly a reality. The mid 90's saw the main genuine computerized library ventures and, in British advanced education, the acclaimed e-Lib program, which kicks-began boundless co-operation and exchange of exploratory work into useful executions.

Clearly this has suggestions for libraries and their staff, who must be prepared to confront new difficulties, and devise methodology to oversee hierarchical change. Presently we have the computerized library as a supplier of access to distributed advanced materials through permitting, and to unique assets through digitization however it is likewise certain that the advanced library can to an expansive degree, or even exclusively work as a navigational guide: an portal or gateway to resources held to some degree or altogether somewhere else.

Change could be characterized as something which is new that breaks the old pattern either totally or mostly in our life. It could be sudden, unexpected or moderate and slow. It is a general perception that human inclination towards change is that of resistance. In an association among the staff it is seen as a risk to one's position. As the saying goes, known devil is better than unknown angel.

2. CHANGE MANAGEMENT:

Change management is a methodical way to deal with managing change, both from the viewpoint of an association and on the individual level . Change management is a strategy for lessening and overseeing imperviousness to change while executing procedure, innovation or authoritative change. Change management is not a particular idea; rather it incorporates an arrangement of best practices and encounters, which are utilized to deal with both the inner and in addition outer changes. Change management is the procedures, apparatuses and methods for dealing with the general population side of progress. Change management incorporates viable administration of new Strategies and frameworks in a continuous association. It is both a territory of expert practice and in addition an assortment of learning.

Change in an association might be,

1. Change in the management
2. Change in the technology adopted.
3. Change in the workplace.

Change management is an expansive teach that includes guaranteeing change is actualized easily and with enduring advantages, by considering its more extensive effect on the association and individuals inside it. Each change activity you oversee or experience will have its own one of a kind arrangement of destinations and exercises, all of

which must be facilitated. Change management is, in this manner, an exceptionally expansive field, and ways to deal with overseeing change. Fluctuate broadly, from association to association and from venture to extend. Numerous associations and experts subscribe to formal Change management approaches. These give toolboxes, agendas and blueprint designs of what should be done to oversee changes effectively.

3. TYPES OF CHANGES:

Change could either be moderate or sudden. On the off chance that change is spontaneous and sudden, it is more plausible that it might create negative outcomes in an association, thus the requirement for Change management which implies a deliberate move from the old to new. It is a procedure which is arranged and consistent and incorporates best practices in the exchange; it could be fundamental, or initiated for better execution or embraced to adapt up to the advances in innovation. A steady change is by and large met with less resistance as it enables the individual some an opportunity to adjust to the new condition. In this way Change management includes the way toward actualizing changes in an association in a controlled way to accomplish better outcomes.

For the most part there are two sorts of changes, to be specific,

- Continuous change: This is an essential piece of an authoritative life and happens because of acclimation to adjusted conditions of inside and outer condition. Ceaseless change is arranged and there is some control over the circumstance and there is sufficient time for the procedure.
- Discontinuous change: This is something which comes as a reaction to a sudden change or occasion in the earth. It could be portrayed as a vital stun. E.g. Change in the Government, scaling down because of a merger and so on.

4. REASONS FOR CHANGE:

Globalization and steady advancement of innovation result in an always developing business condition. Marvels, for example, web-based social networking and portable flexibility have upset business and the impact of this is a regularly expanding requirement for change, and in this way changes administration. The development in innovation additionally has an auxiliary impact of expanding the accessibility and in this manner responsibility of learning. Effortlessly available data has brought about uncommon examination from investors and the media and weight on Management. With the business condition encountering so much change, associations should then figure out how to end up plainly OK with change also. Along these lines, the capacity to oversee and adjust to hierarchical change is a basic capacity required in the working environment today. However, major and quick authoritative change is significantly troublesome in light of the fact that the structure, culture, and schedules of associations regularly mirror a steady and hard to expel "Engraving" of past periods, which are impervious to radical change even as the present condition of the association changes quickly.

Because of the development of innovation, present day authoritative change is to a great extent inspired by outside advancements as opposed to inside elements. At the point when these advancements happen, the associations that adjust fastest make an upper hand for themselves, while the organizations that decline to change get abandoned. This can bring about uncommon benefit as well as piece of the pie misfortunes. Authoritative change specifically influences all divisions and workers. The whole organization must figure out how to deal with changes to the association. The viability of progress administration can have a solid positive or negative effect on representative assurance.

5. PHASES OF CHANGE MANAGEMENT:

Any real change in an association has three phases in particular, before change, execution of progress and period after the usage of progress. A watchful investigation of these stages could give us bits of knowledge which help us to present developments and better innovation and help us a smooth move to better methods for working for most extreme productivity and better yield.

Phase 1 – Preparing for change: Preparation, evaluation and technique advancement, frame the planning for change in an association. Terrible technique will wind up inconvenient to the association; i.e it won't be to the greatest advantage of the association.

Phase 2 – Managing change: Detailed arranging is required at this stage and Change management usage will be more viable when there is solid inner correspondence and solid direct authority

Phase 3 – Reinforcing change: Data gathering, restorative activity and acknowledgment are the critical parts of this stage. It is at this phase the estimation of progress is fortified by uniting and praising additions.

6. CHANGE MANAGEMENT IN LIBRARY AND INFORMATION CENTRES:

For any association, including the library, change can originate from one of two sources: inner or outside. Inside changes will be changes started inside the association and identify with how to get things done, when to get things done or what new things to do. The basic issues here are the manner by which to roll out these improvements for the most part satisfactory to or acknowledged by the dominant part inside the association. In this way, the issue of investment, control and resistance happened to some criticalness in the administration of inward change. These issues are procedures to impact the reaction of people inside the association to the progressions. In any case, it is perceived that participatory systems of overseeing change can be tedious and exorbitant and there might be require in specific conditions to utilize a technique of individual power. Imperviousness to change must be perceived as an underlying first response of the greater part of individuals.

Inside an association, accordingly, this can best be managed through transaction and the change procedure encouraged through guiding, illumination and training. The adequacy of such arrangement can be incredibly upgraded by valuing the reasons for resistance. This could incorporate dread of losing some present preferred standpoint of advantage, a feeling of insufficient emerging from the test of obtaining new aptitudes, new behavioral example, new state of mind or better approaches for considering or identifying with individuals. Changes in nature have a tendency to be of enormous import and regularly charges the imaginative capacity of the association. Such changes, best case scenario can be expected yet can seldom be controlled. But then it is from such changes that dangers to the very survival of the association could and do emerge.

Changes in nature of an association have a tendency to emerge from at least one of four sources: mechanical, financial, social and political. Mechanical changes are either process or market driven. In the previous, new Strategies, procedures or methodologies of getting things done while in the last mentioned, new items may drive on an association a change of accentuation. Innovation advancement has been the most powerful factor rolling out for emotional improvements in the data world. Changes can prompt turbulent or horrendous circumstances inside any association. The objective of progress administration is along these lines to adjust and contain the negative outcomes of such turbulent or struggle circumstance while drawing quality and recharging from the numerous open doors that change gives. Administration of progress along these lines involves precise and canny reckoning of such open doors and the selection of reasonable procedures to gain by them.

Libraries have been receiving any new innovation and there has been a tremendous change in the part of administrators: from overseers of books to facilitators of data spill out of the sources to the end clients. The part of customary curator has been changing and they are fairly data administrators who assist the data searcher with identifying the data required and furthermore give the required data appropriate on the work area of the client. The occupation has been very testing as the innovation changes and the client bunch is heterogeneous and the data require unique in relation to client to client. The custodian is not any more bound to the accumulation accessible inside his/her library premises.

7. STRATEGIES FOR THE MANAGEMENT OF CHANGE IN LIBRARY AND INFORMATION SERVICES:

Requests for change are both outer and inside. As we have seen, outside variables incorporate enactment, innovation, financial strengths, the political plan, and so forth. Those from inside incorporate re-introduction, the new capacity of libraries, pioneers and redesign.

Be that as it may, change does not occur without anyone else's input; individuals get it going. To be effective, change needs to fuse the mission, objectives and targets of the association. Synchronous changes in structures, frameworks and individuals will prompt an adjustment in the way of life of the association.

8. STRATEGIES FOR CHANGE:

With a specific end goal to actualize change, the library needs to build up a key arrangement. Its vision and qualities ought to be assessed and upgraded in view of basic achievement factors (CSFs) (Smye, 1994). CSFs for libraries incorporate client arranged administrations and the advancement of new innovation.

So as to make a feeling of solidarity inside the association, libraries need to modify their administration style from "beat down" to "best down, base up", empowering interest at all levels, and enabling the staff through portrayal. Administration ought to connect with human potential as opposed to deny it, thus incite inspiration for, sense of duty regarding and co-appointment of progress (Joyce, 1999).

Staff ought to be given the truths. Administration must clarify the purposes behind change, indicate the normal advantages, look for and answer any inquiries that the staff may have, and welcome their support simultaneously. They ought to maintain a strategic distance from shocks and recognize issues when they emerge. Due dates by which gauges and targets are to be refined ought to be set, and the proposed changes talked about casually in advance with staff agents. Administration must give laud where it is expected, for encouraging feedback, and should roll out improvement a proceeding with handle utilizing crisp illustrations and distinctive methodologies. A key and

incorporated approach with great inside and outside interchanges, a participatory group administration approach and the presentation of means for guaranteeing persistent criticism and evaluation ought to be accentuated.

All individuals from staff ought to be welcomed, exclusively and in little gatherings, to meet the bookkeeper keeping in mind the end goal to talk about their own part inside the Libraries, to express their worries and to layout their expectations for future advancements. With the criticism in this manner obtained, an arrangement of vital headings can be incorporated and exhibited to staff in a progression of meetings to generate new ideas. The thoughts collected from these sessions can be used to refine and advance the vital objectives in readiness for a "library withdrawal" at which every one of these measures can be evaluated and talked about. Thusly, all the expert staff should be included and incorporated into plans which will essentially include a lot of progress in their everyday lives.

Before presenting changes, a reality discovering procedure ought to be completed keeping in mind the end goal to set up destinations, with the goal that solid issues can be recognized. For instance, the library chief may wish staff inside a specific segment to trade employments keeping in mind the end goal to broaden their aptitudes, or may choose to give a specific individual the chance to build up his or her potential. All together for the areas to be run productively, the hierarchical goals of the activity must be cleared up.

The conceivable effect of progress on the association, and on people inside the unit, ought to be resolved before any progressions are executed. For instance, changes might be made in work process, in planning of errands, in the utilization of innovation. Some staff may lose their specialization, or there might be clashes in the parts they are presently made a request to play. Obligations may should be re-imagined, and there might be an apparent loss of progression. On the positive side, staff may find that the new adaptability inside their workplaces, or better approaches for getting things done, make their occupations all the more fascinating.

It is prudent to attempt to foresee the responses of the people whose identity is influenced by, or called upon to execute, change. Conceivable negative responses may incorporate dread of the loss of consistency in their work, or diminishment in its expert substance, with a resultant minimizing of their significance inside the association. There might be a hesitance to take in another expertise. Be that as it may, there may likewise be certain responses, for example, expanded employment fulfillment, the satisfying of aspirations, enhanced vocation advancement, prompting a superior comprehension of the entire segment and empowering staff to perform better and to coordinate and cooperate all the more viably.

A few stages are included in focusing on the execution of progress. Initial, a technique must be contrived with a specific end goal to secure the help of those subsystems that are crucial to the change exertion. The subsequent stages are to recognize the objective, regardless of whether a gathering or a person, to characterize the minimum amount expected to guarantee compelling change, to build up an arrangement to guarantee the dedication of the minimum amount, and afterward to make a checking framework to survey advance. The level of duty will differ from "let it happen", through "help it to happen" to "make it happen".

9. IMPLEMENTATION OF CHANGE:

The execution of progress includes various zones: in the association's structure, in its frameworks, in the idea of the undertakings embraced, and in its work force.

9.1 Structural change

Authoritative change in library and information services incorporates a movement from a progressive to a grid structure, through the straightening of the association, the evacuation of administration layers (especially the now-repetitive supervisory or center administration level), and the development of councils, teams, working gatherings and cross-divisional working gatherings (Bloss and Lanier, 1997).

At the Libraries, various expansive discourse bunches have been set up. The first of these was the specialized administrations exchange gathering. Correspondence in the changing association is by methods for even as opposed to vertical collaborations, with the goal that moment correspondence systems are accessible to staff at all levels. They ought to encourage viable, profitable and engaging correspondence.

New utilitarian divisions, for example, administration administrations, electronic data assets, effort, and innovative work might be made.

9.2 Innovative change

Innovative changes in libraries and information services will incorporate the planning of another framework that is Web-based and consolidated into the parent association, for example, the city gathering or a college. Such a framework should be powerful, secure, and fit for seeking, creating reports, and enabling clients to tweak it as indicated by their requirements. It should comprise of a few subsystems and linkages, which ought to incorporate an administration data framework intended to reflect approach, the vital arrangement and the Change management

prepare, from the housekeeping frameworks intended to help obtaining and handling to the consistent coordinated frameworks proposed to help clients and electronic administrations

A money related administration framework would connect the library specifically to the distributor and merchant databases, and to a bookkeeping framework used to screen use by people and bureaus of specific administrations, for example, interlibrary credits, online pursuits and diary memberships. The framework ought to likewise be equipped for dealing with the library's HR.

9.3 Task changes

Various changes will likewise occur in the tasks done in library and data administrations. As the "case-officer demonstrate" from the protection business appears (Wilson, 1998), each officer ought to be prepared to make utilization of all procedures keeping in mind the end goal to interface with and fulfill the clients, and the technique for collaboration has transformed from a vis-à-vis to a more remote operation. The presentation of subject-situated administrations implies that each officer or, all the more extensively, a group of a few, should assume responsibility of at least one subjects, doing every one of the assignments related with that range; for instance, incorporating a subject manual for electronic assets, subscribing to e-diaries and procuring ebooks in specific subjects, and additionally leading on the web writing subject hunts.

9.4 Individuals changes

At last, authoritative change includes individuals: it begins and closures with them. In this manner the hierarchical change plan should be converted into an individual change motivation. Staff should be focused on the mission and key headings of the association, and to work cooperatively in a steady and centered way.

Applying an errand competency approach (Spencer, 1994) will recognize the capabilities required in the library without bounds for staff of all levels. Library chiefs must build up their key considering, that is, their capacity to comprehend the patterns of progress in the library condition, to perceive the promoting openings, aggressive dangers and the qualities of the library, and to distinguish the ideal key reaction. They are the ones who must lead authoritative change, who must make the technique achievable and attractive to library partners, including the staff, excite inspiration and sense of duty regarding change, and allot the library's assets ideally to actualize change.

These individuals arranged changes in library and information services will require the upgrading of the human asset framework. This will incorporate the formation of a database not exclusively to record the capabilities and abilities required for each undertaking, additionally to coordinate workers to employments. Connecting the database to the stock of an expert selecting organization will likewise find reasonable hopefuls when opportunities emerge. The advancement of the computerized library will especially require the enlistment of individuals with IT aptitudes.

10. CONCLUSION:

Change is no more a matter of decision; in any case, it is the most imperative obstruction to surmount by people and associations that yearning to survive. Change as a marvel, has for some time been considered in science, workmanship and mankind. On the off chance that one thinks back ten years then the financial model has officially changed impressively and throughout the following ten years could change considerably more drastically toward less buys, all the more authorizing, more noteworthy foundation costs, perhaps less staff yet with more fluctuated aptitudes working at a more elevated amount. As the extent of library action goes more computerized, we see fewer requirements for the sorts of business related to physical gathering administration and flow, and more identified with advanced asset administration and route. As these come into put diverse staff structures and distinctive associations with accomplice associations might be required.

Change management must be driven by an unmistakable meaning of representatives' responsibility regarding new objectives in wording that everybody could comprehend and follow up on. Without such initiative, workers will stay incredulous of the vision for change and unconvinced of management, and management will in like manner be disappointed and frustrated by representatives' resistance. Change management will make mindfulness, psychological capacities, procedures, models and styles that building impact and system to influence change inside association.

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