

# BADM 101

# Management

## Unit 11

Laurie Prange (Prange-Martin)



# Agenda

- Taking attendance
- Focusing Activity = *Innovation Engine* (streaming video)
- Lecture = Ch. 9 Managing Innovation and Change
- Learning Consolidation – Time to work on Team Assignment

*Innovation Engine* (48 minutes)  
by Kanopy Streaming (2016)

featuring Dr. Seelig, author of 16 books including  
*inGenius: Unleashing the Creative Potential* (2012)

Capilano University Library link

[http://library.capilanou.ca/  
record=b1023414~S1](http://library.capilanou.ca/record=b1023414~S1)



# Taking attendance



# Lecture

## Ch. 9 = Managing Innovation and Change

# Ch. 9

- How managers encourage innovation in an organization
- How organizational cultures affect innovation and change
- The forces for change
- Common approaches to organizational change
- Common approaches to managing employee stress and resistance to change

# Introduction to Innovation



Image source: <http://www.starplusservices.com/innovation>



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# How managers encourage innovation in an organization

## 10.3 Promoting Innovation Within The Organization

### HOW CAN ORGANIZATIONS ENCOURAGE INNOVATION?

❖ Organizations can encourage innovation by providing:

1. **the right organizational culture** – celebrate failure
2. **the appropriate resources** – considerable resources should be devoted to the innovation process
3. **the correct reward system** - experimentation (and failure) are part of the innovation process



# Components of Organizational Culture



Image source:

<https://2012books.lardbucket.org/books/management-principles-v1.0/s12-02-measuring-organizational-cultu.html>



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# How organizational cultures affect innovation and change

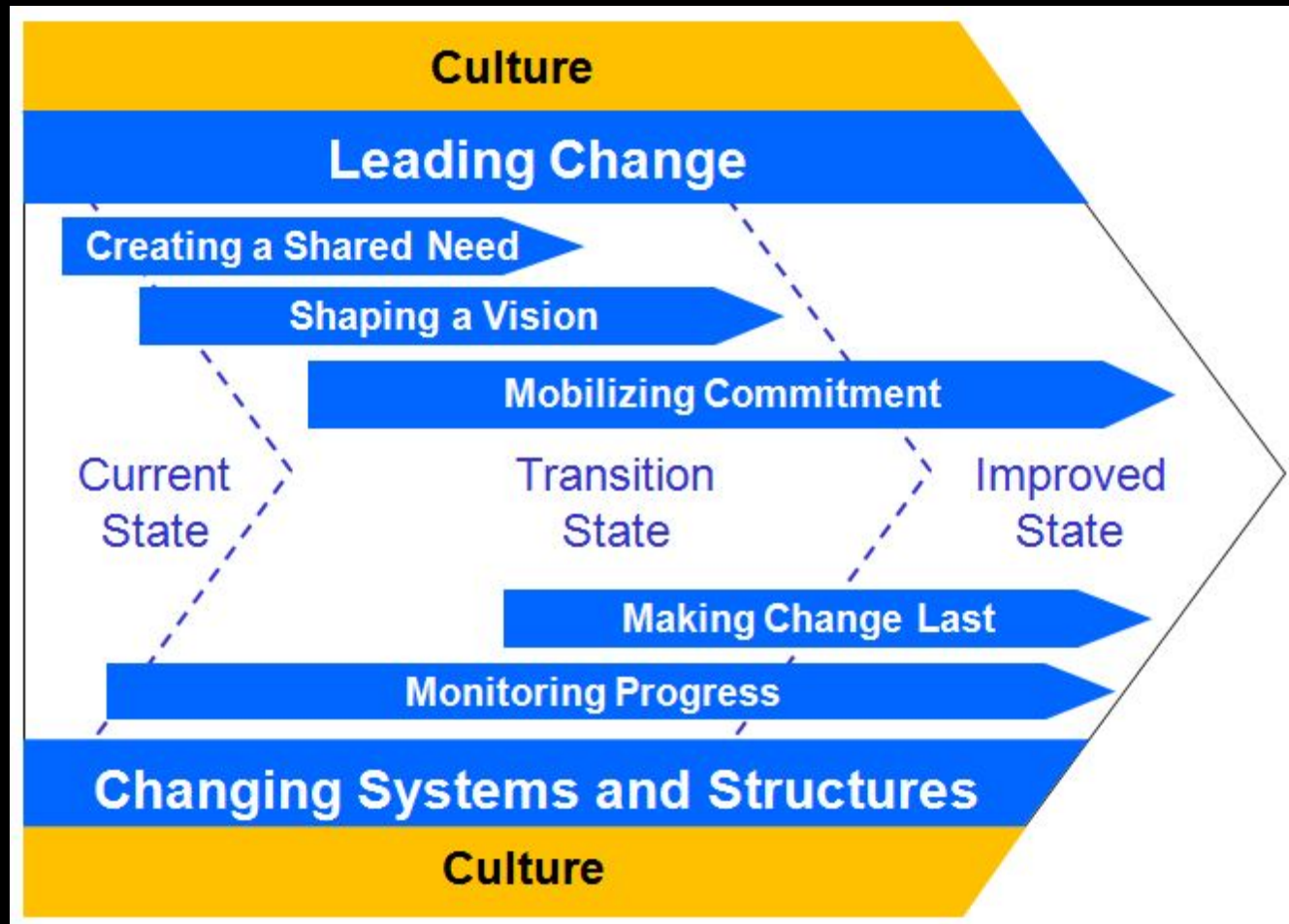


Image source:

<https://bvonderlinn.wordpress.com/2012/09/02/culture-and-change-management/>



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# Seven Concepts of Change



Image source:

<https://www.prosci.com/change-management/thought-leadership-library/the-seven-concepts-of-change>



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# The forces for change



Image source:

<http://amrjournal.blogspot.com/2008/09/organisational-change-and-innovation.html>

# Approaching organizational change

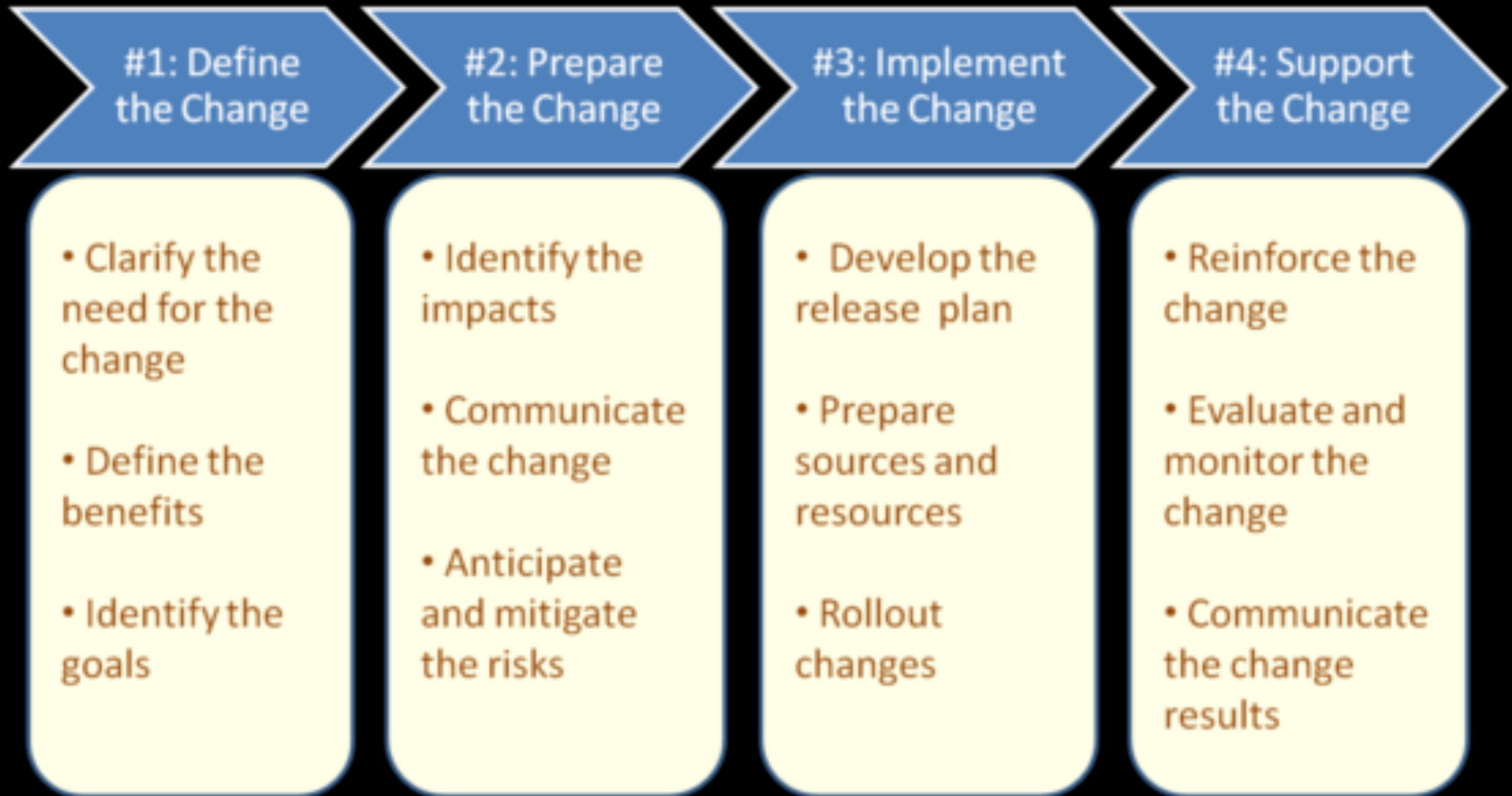


Image source:

<http://www.visionsinmotion.com/consulting-services/change-management>



# Alternative = Agile Approach to Change

## The Agile Manifesto

|                                     |      |                             |
|-------------------------------------|------|-----------------------------|
| <b>Individuals and interactions</b> | over | Processes and Tools         |
| <b>Working Product</b>              | over | Comprehensive Documentation |
| <b>Customer Collaboration</b>       | over | Contract Negotiation        |
| <b>Responding to change</b>         | over | Following a plan            |

*That is, while there is value in the items on the right, we value the items on the left more.*

[www.agilemanifesto.org](http://www.agilemanifesto.org)

Image source:

<https://blog.itil.org/2014/08/allgemein/what-it-service-management-can-learn-from-the-agile-manifesto-and-vice-versa/>



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# Alternative = Kotter's Change Management

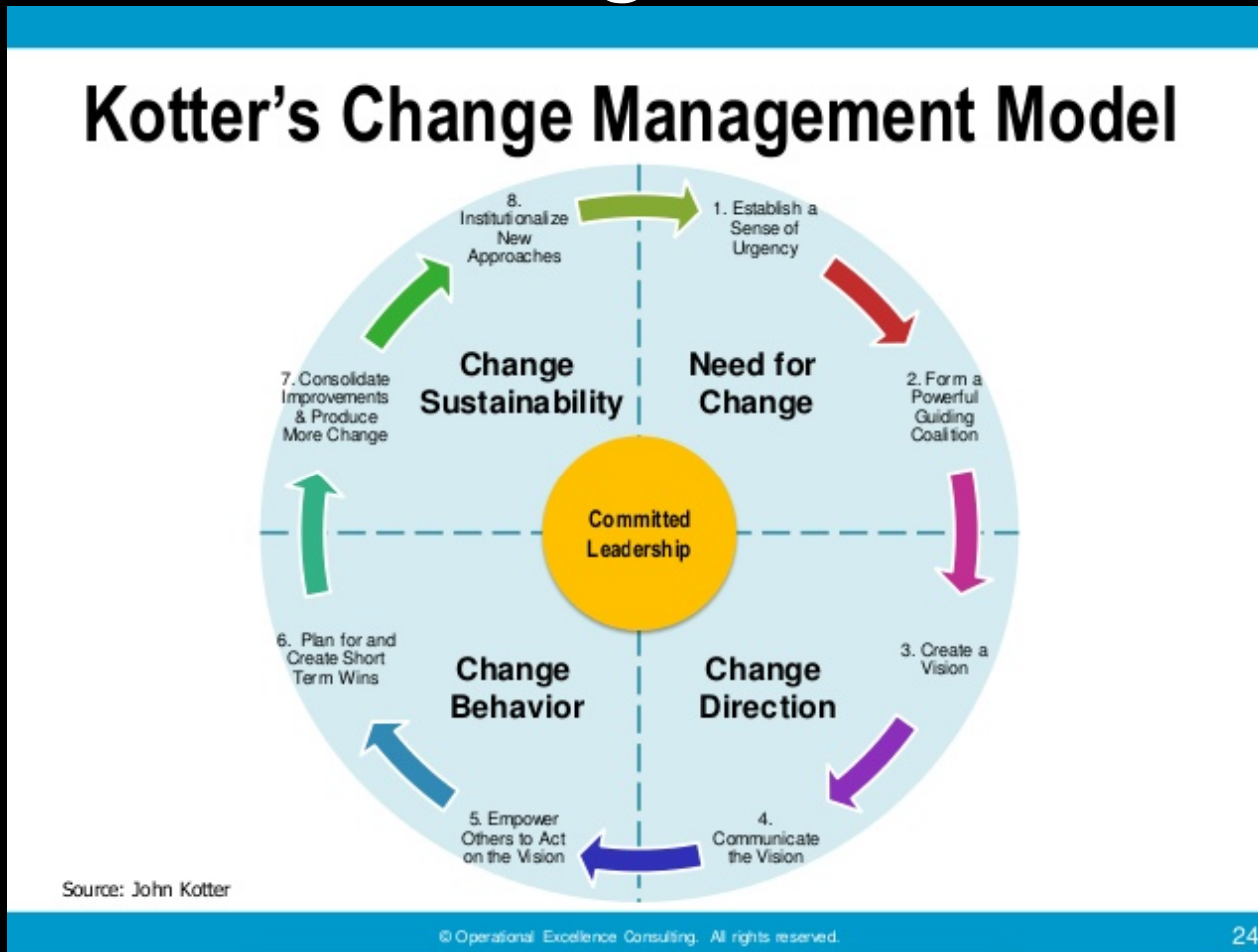


Image source: <http://www.eurogeography.eu/SoC/guidelines/changemanagement.html>

# Common approaches to managing employee stress and resistance to change

## Tactics for Overcoming Resistance to Change

- **Education and Communication**
  - Show those effected the logic behind the change
- **Participation**
  - Participation in the decision process lessens resistance
- **Building Support and Commitment**
  - Counseling, therapy, or new-skills training
- **Implementing Change Fairly**
  - Be consistent and procedurally fair
- **Manipulation and Cooptation**
  - “Spinning” the message to gain cooperation
- **Selecting people who accept change**
  - Hire people who enjoy change in the first place
- **Coercion**
  - Direct threats and force

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Authorized adaptation from the United States edition of *Organizational Behavior*, 14e

17-7

Image source:

<https://www.slideshare.net/balajinageswara/organizational-change-and-stress-management>



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# Communicating Change

## Speak to employee point of view

- 4 Stages of Change – align your communication style



Snap  
Get Employee Attention

Image source:

<https://www.snapcomms.com/solutions/communicating-change-to-employees>



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# Key Elements of Successful Meetings

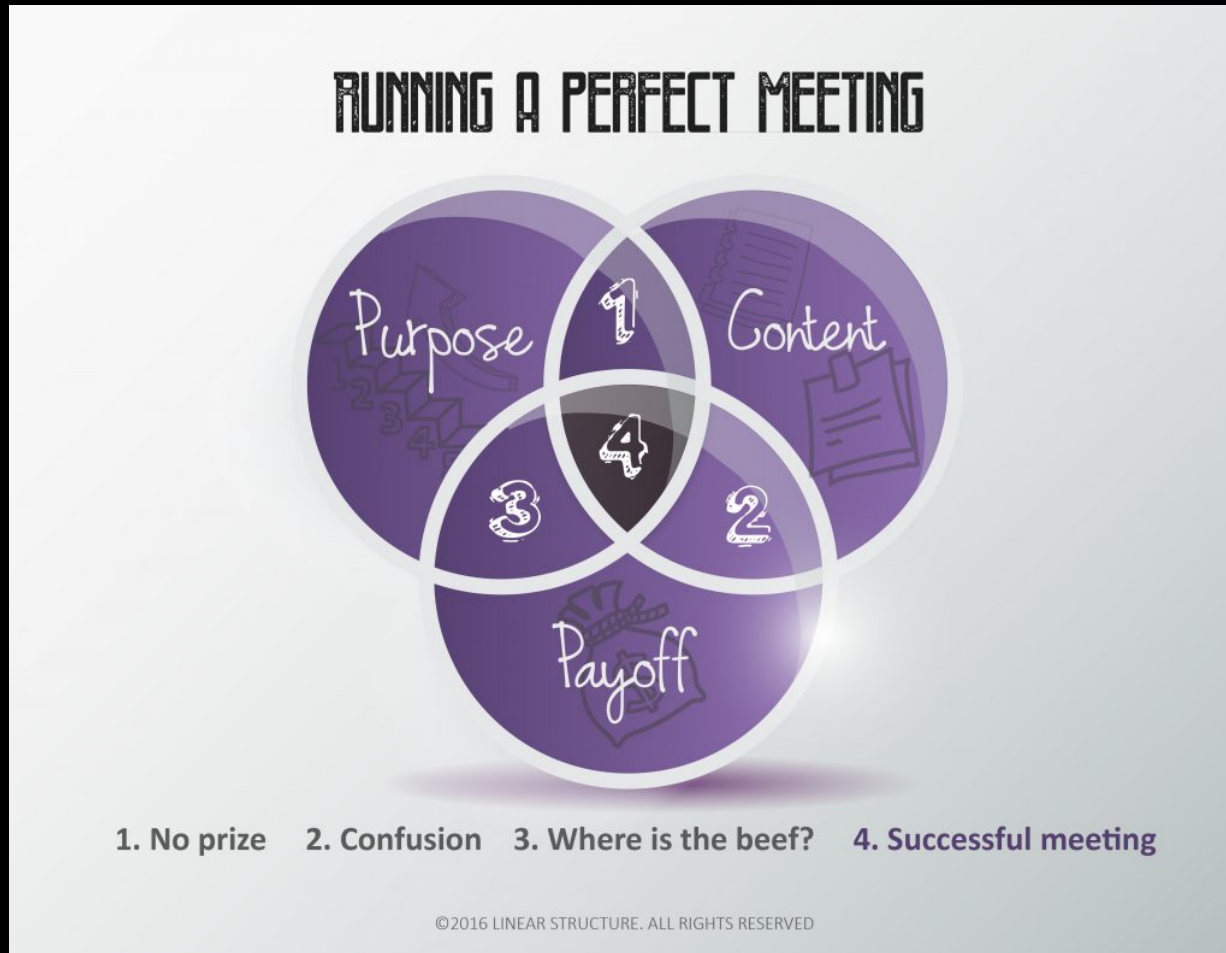


Image source:

<http://www.linearstructure.com/what-are-the-key-elements-to-a-successful-meeting/>



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# Example of Current Management Roles & Functions

| APPLICABILITY OF THE 10 MANAGERIAL ROLES IN LIBRARIES           |  |  |   |
|---|--|--|---|
| Levels of management  | Informational Roles (Process Information)  | Interpersonal Roles (Provide Information)  | Decisional roles (Use Information)  |
| <b>Top level</b><br>(Conceptual Skills)                         | <ul style="list-style-type: none"> <li>• <i>Spokesperson</i>: advertise library posts, presentations, announcements</li> <li>• <i>Monitor</i>: seek information from BNARS, BNLS, MYSC</li> </ul>                          | <ul style="list-style-type: none"> <li>• <i>Figurehead</i>: during the official opening of Tonota Public Library.</li> <li>• <i>Liaison</i>: maintain contacts with publishers, book suppliers, branch libraries,</li> </ul>   | <ul style="list-style-type: none"> <li>• <i>Negotiator</i>: MSYC, Suppliers</li> <li>• <i>Entrepreneur</i>: sesigo project, building renovations with modern structure, system implementation.</li> <li>• <i>Disturbance Handler</i>: undelivered books from suppliers</li> <li>• <i>Resource Allocator</i>: book supply to branch libraries, project funds, HR distribution</li> </ul> |
| <b>Middle Level</b><br>(Human Relational /Interpersonal skills) | <ul style="list-style-type: none"> <li>• <i>Disseminator</i>: between top and lower level</li> <li>• <i>Monitor</i>: seek information about library usage, book collection, report on current project</li> </ul>           | <ul style="list-style-type: none"> <li>• <i>Leader</i>: organise training workshops for librarians.</li> <li>• <i>Liaison</i>: maintain contacts with institutions such as schools, prisons, women's shelter, DNIP.</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Disturbance Handler</i>: deals with day to day library problems e.g. network failure, staff disputes</li> <li>• <i>Entrepreneur</i>: cooking clubs, readers quiz,</li> <li>• <i>Negotiator</i>: Inter-library loan</li> </ul>   |
| <b>Lower Level</b><br>(Technical Skills)                        | <ul style="list-style-type: none"> <li>• <i>Spokesperson</i>: -Disseminate info on new collection, upcoming events, new community projects</li> <li>• <i>Monitor</i>: create forms and questionnaires to gather</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Leader</i>: -Train subordinates e.g. customer service skills, shelving, cataloguing, classifying.</li> <li>-Motivate employees</li> </ul>  | <ul style="list-style-type: none"> <li>• <i>Disturbance Handler</i>: deals with patron queries, membership issues, Lost books</li> </ul>  |

Image source: <https://www.slideshare.net/LiahMachara/10-managerial-roles>

# Learning Consolidation & Check-in

Time to work on Team  
Assignment

= DUE Thursday June 21<sup>st</sup>!

# Thank you for another great class!

See you in Moodle, email, or text.

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