Managing Cultural Change

Marx, Maslow and Management

Workshop

- 1 – 2 pm presentation, overview, concepts, analytical framework

- 2 – 3 pm applying the framework to your work place to determine where you are on the spectrum

- 3-4 pm feedback and discussion

Analytical Framework

- Marx – base and superstructure; quantitative and qualitative change; from each according to his ability, to each according to his needs

- Maslow – hierarchy of needs

- Management – Blue Ocean Strategy

Marx

Superstructure

- Culture
- Ideology

Base

- Forces of production
- Relations of production

Base

- The Base comprises the forces of production which determine the relations of production into which people enter to produce the necessities and amenities of life.

- These relations determine society's culture and ideology, which are described as its Superstructure.

Superstructure

The Superstructure of a society includes its culture and ideology. The Base *determines* (shapes) the Superstructure, yet their relation is *not* strictly causal, because the Superstructure often influences (maintains) the Base; the influence of the Base, however, predominates.
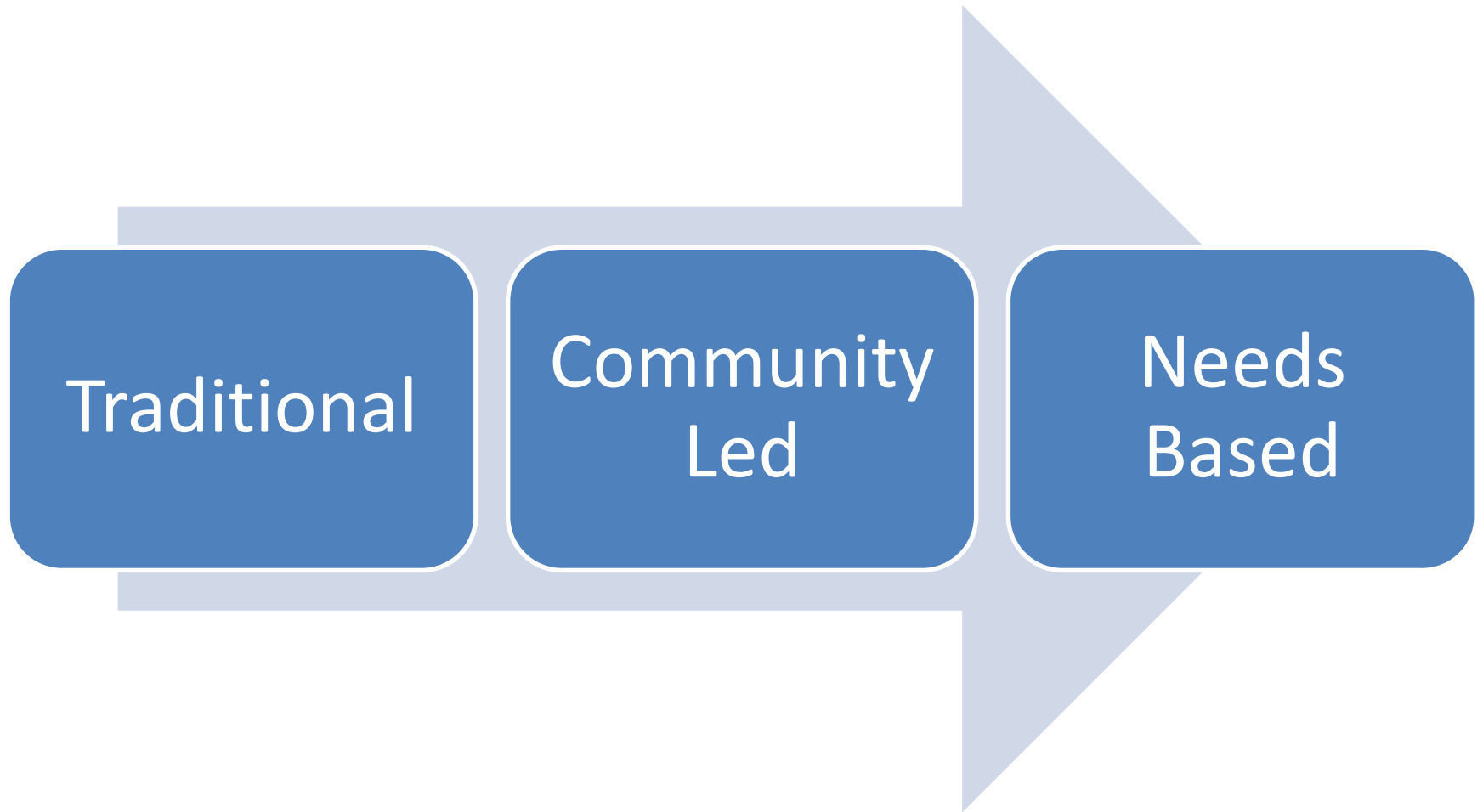
The Library

Superstructure

- Culture & ideology = 'the way we do things around here' (why)

Base

- Forces of Production = Strategy (what) & Systems (how)
- Relations of Production = Staff (who) & Service (where & when) Structures

Quantitative & Qualitative Change

Needs

- Marx – from each according to his ability, to each according to his needs
- Maslow – hierarchy of needs
- Deficit needs – physiological, safety, belonging, esteem
- Prerequisites - freedom of speech, freedom to express oneself, and freedom to seek new information

Maslow

Self Actualisation, Aesthetic

Cognitive, Esteem

Belonging, Safety, Physiological
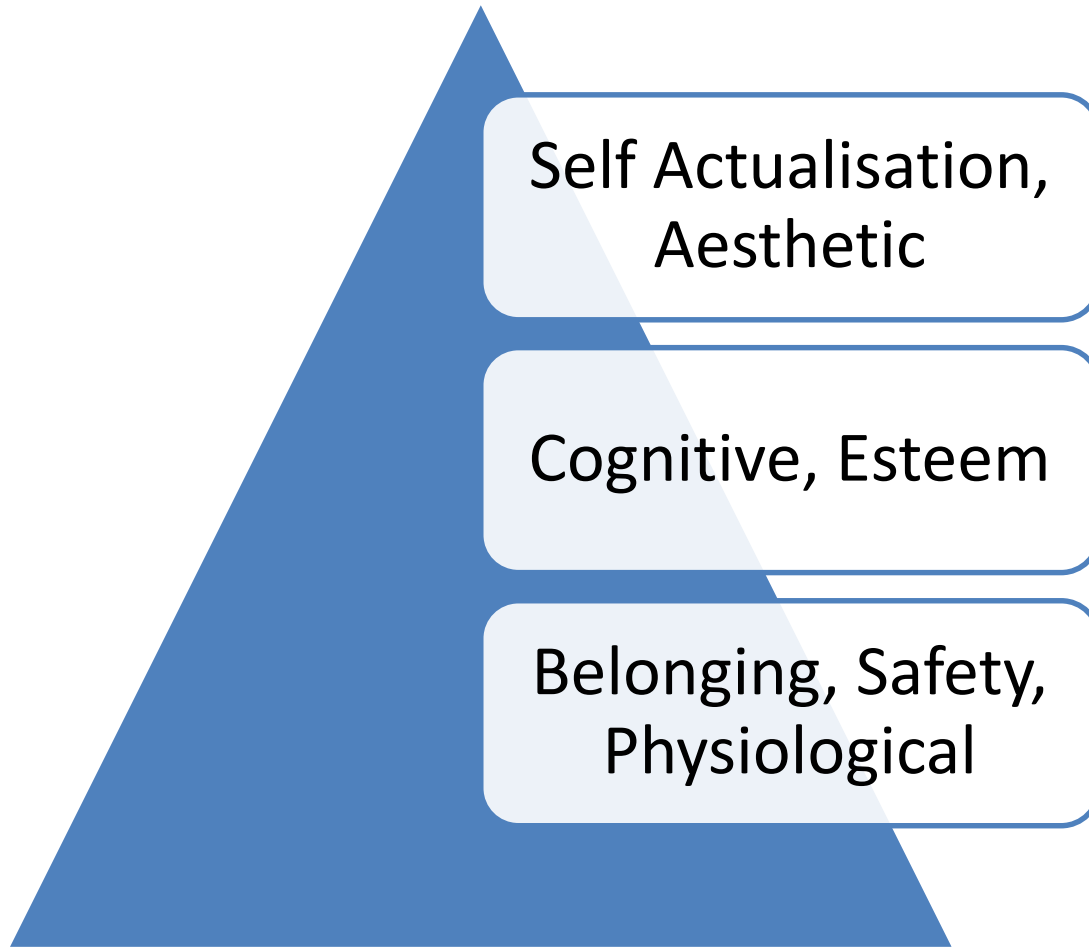
Hierarchy of needs

- Physiological – food, water, sleep
- Safety – security, order, stability
- Belonging – family, friends, community
- Esteem – recognition, status, success
- Cognitive – intellect, stimulation, exploration
- Aesthetic – harmony, beauty
- Self actualisation – potential, image, goals

Management

Unxplored Non patrons

Refusing Non Patrons

Soon to be Non Patrons

Active Patrons

Library Patrons

- Active patrons – current users (higher level needs)

- Soon to be non patrons – passive / lapsed users (higher level needs)

- Refusing non patrons – non users (higher level needs)

- Unexplored non patrons – non users (lower level needs)

Traditional Library

Traditional Library
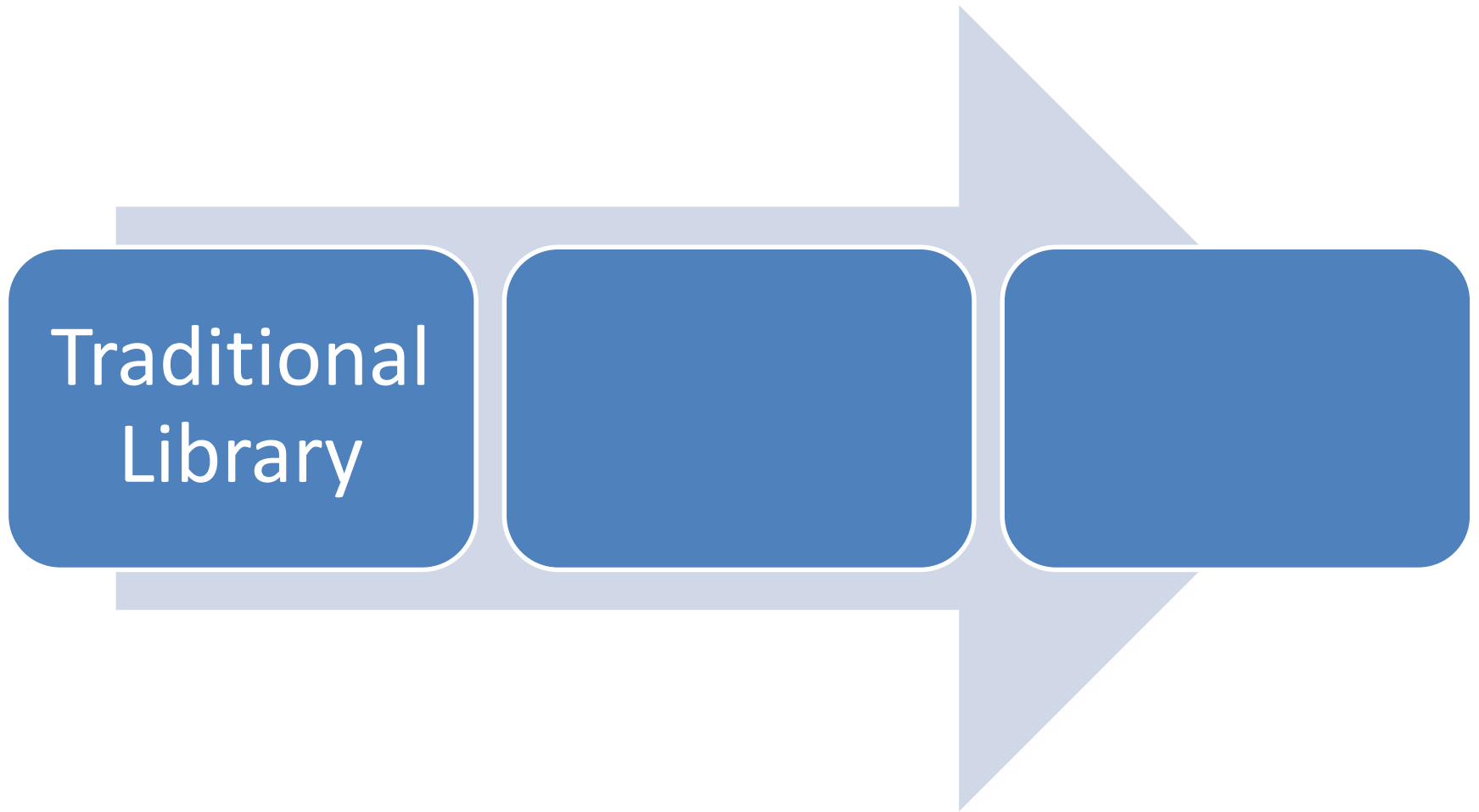
Traditional

- Active patrons, soon to be non patrons
- A rigid hierarchy, departmental silos
- Fixed service points (desks) within stand alone library buildings.
- Quantitative evaluation, inputs and outputs
- Complacency, inertia, resistance, closed systems, lack of meaningful results, diminishing budgets, failure
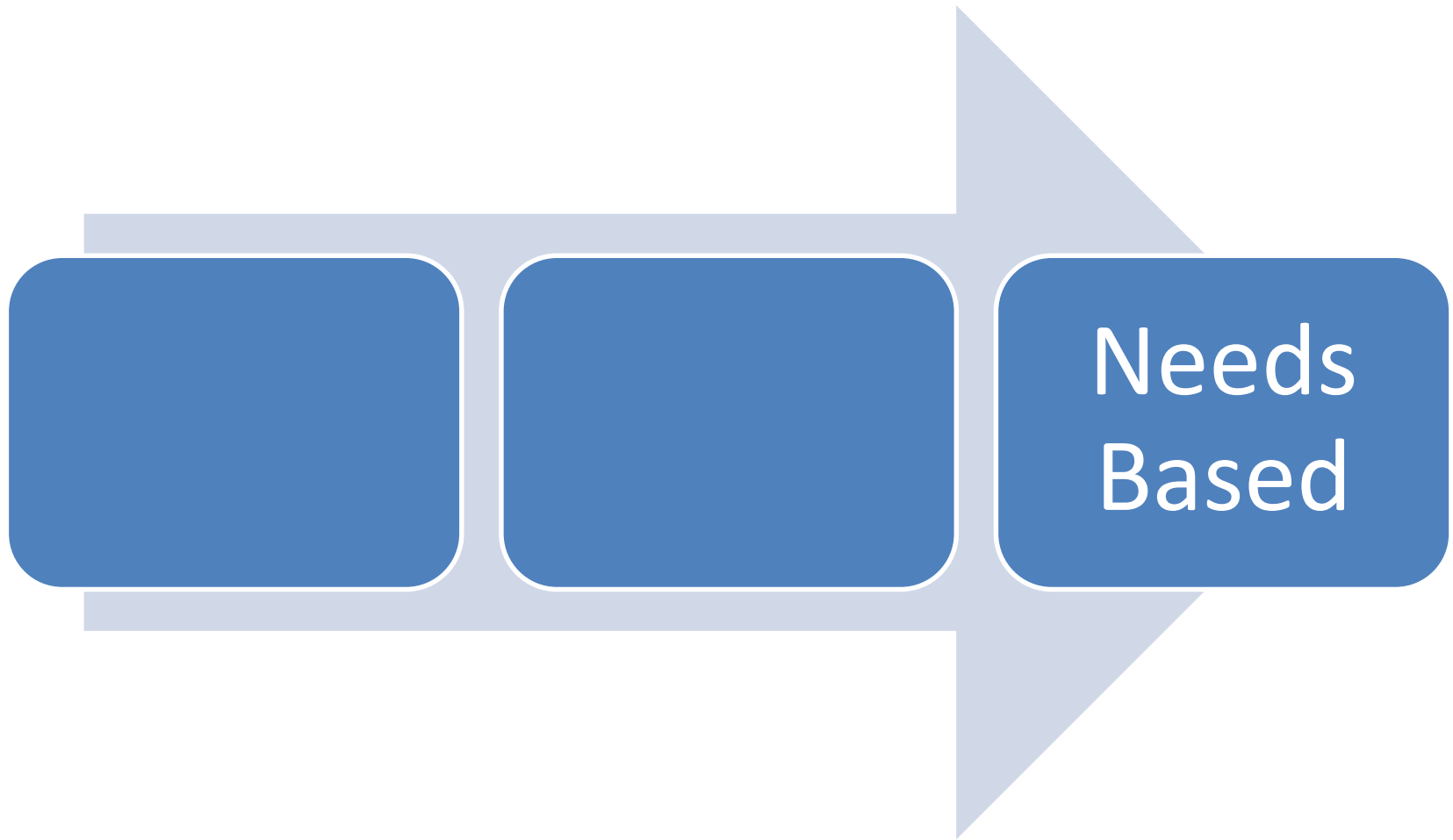
Community Led
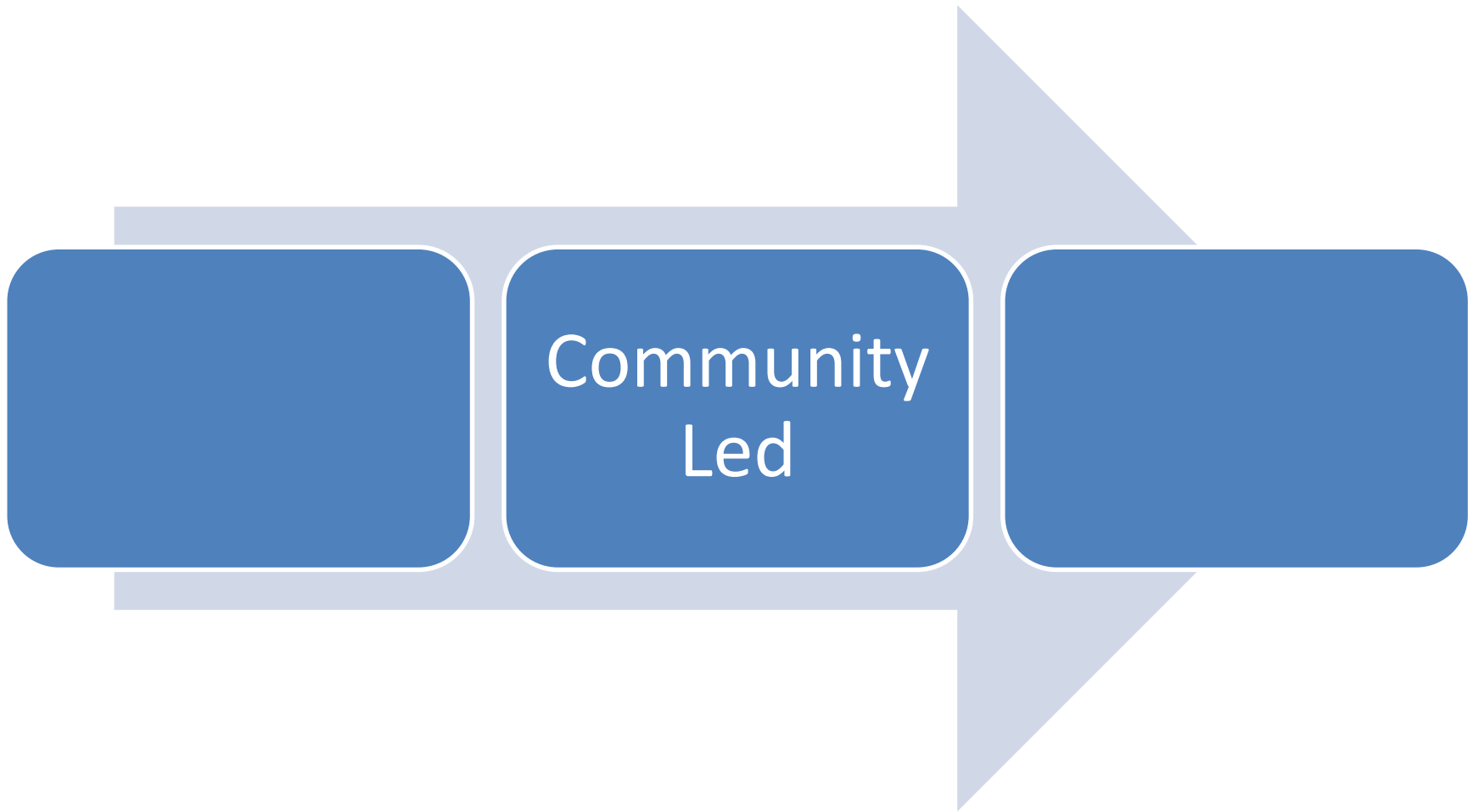
Community Led

Community Led

- Active patrons, soon to be non patrons, refusing non patrons
- Flexible matrix, teams
- Active roving, outreach
- Qualitative evaluation, logic models, outcomes
- Self-awareness, self-efficacy, patron / staff focus, open systems, organizational learning

Needs Based

Needs Based

- Active patrons, soon to be non patrons, refusing non patrons, unexplored non patrons
- Fluid holacracy, Working Circles
- Services co-produced by staff and community
- Impact evaluation, theory of change
- Actualization, success, internalization, infusion, and assessment is continual and naturally occurring

Managing Cultural Change

- Cultural change is holistic change
- Cultural change is slow change
- Cultural change is conscious change
- Cultural change is practical change
- Cultural change gives hope of change
- Cultural change is small steps change

Managing Cultural Change

- Cultural change is everyone's change
- Cultural change is strengths based change
- Cultural change is voluntary change
- Cultural change is not finite change
- The TBPL cultural change journey

TBPL – Past

	Traditional	Community Led	Needs Based
<u>Base</u>			
Strategy	TBPL		
Structures	TBPL		
Systems	TBPL		
<u>Superstructure</u>			
Culture	TBPL		

Transformation

- 2013-2014

- 2015-2016

Strategy

Structure

Culture

Systems

- 2013-2018

- 2017-2018
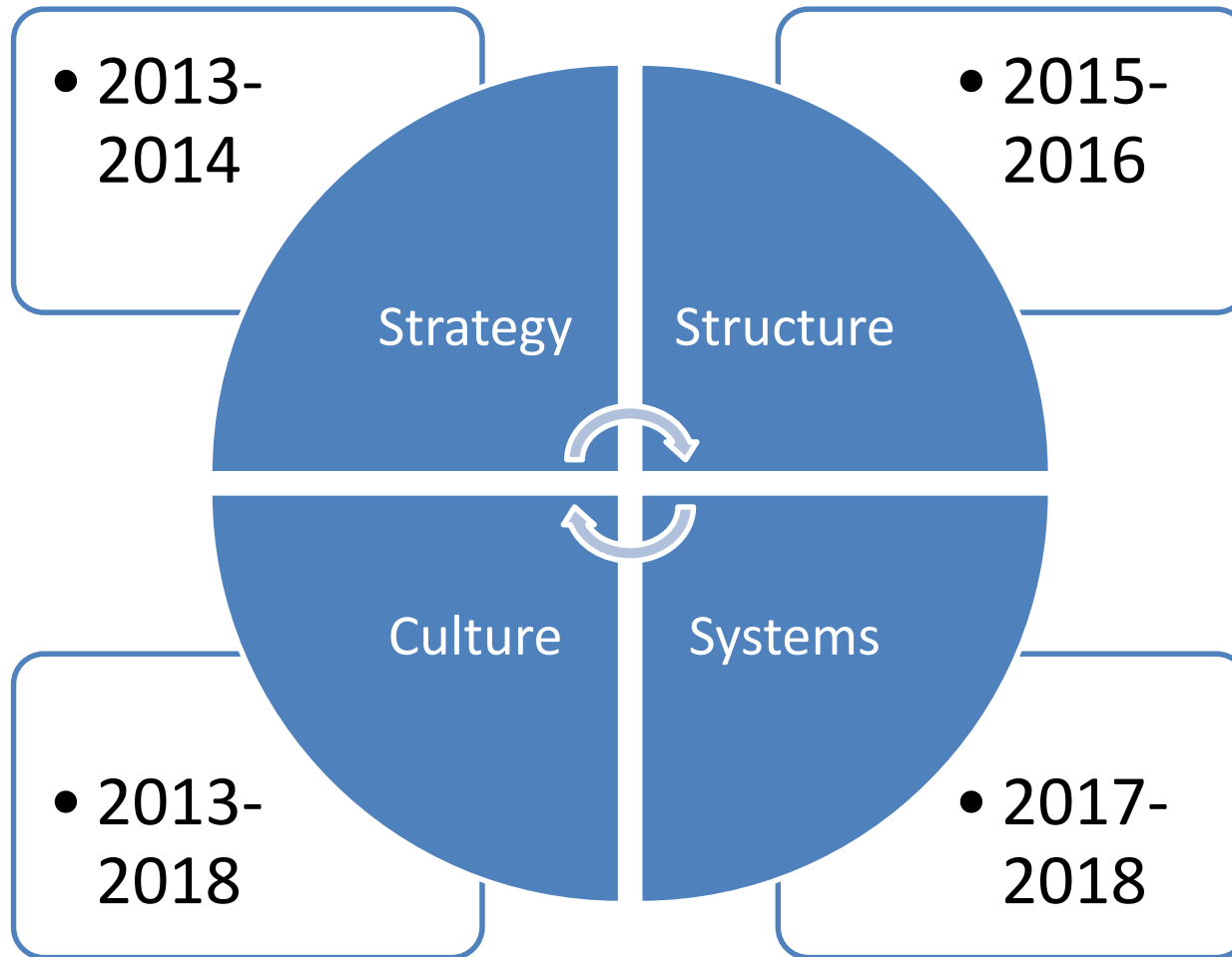
TBPL – Present

	Traditional	Community Led	Needs Based
Base			
Strategy		TBPL	
Structures		TBPL	
Systems		TBPL	
Superstructure			
Culture		TBPL	

Decolonisation

- 2018-2019

- 2020-2021

Strategy | Structure

Culture | Systems

- 2018-2023

- 2022-2023
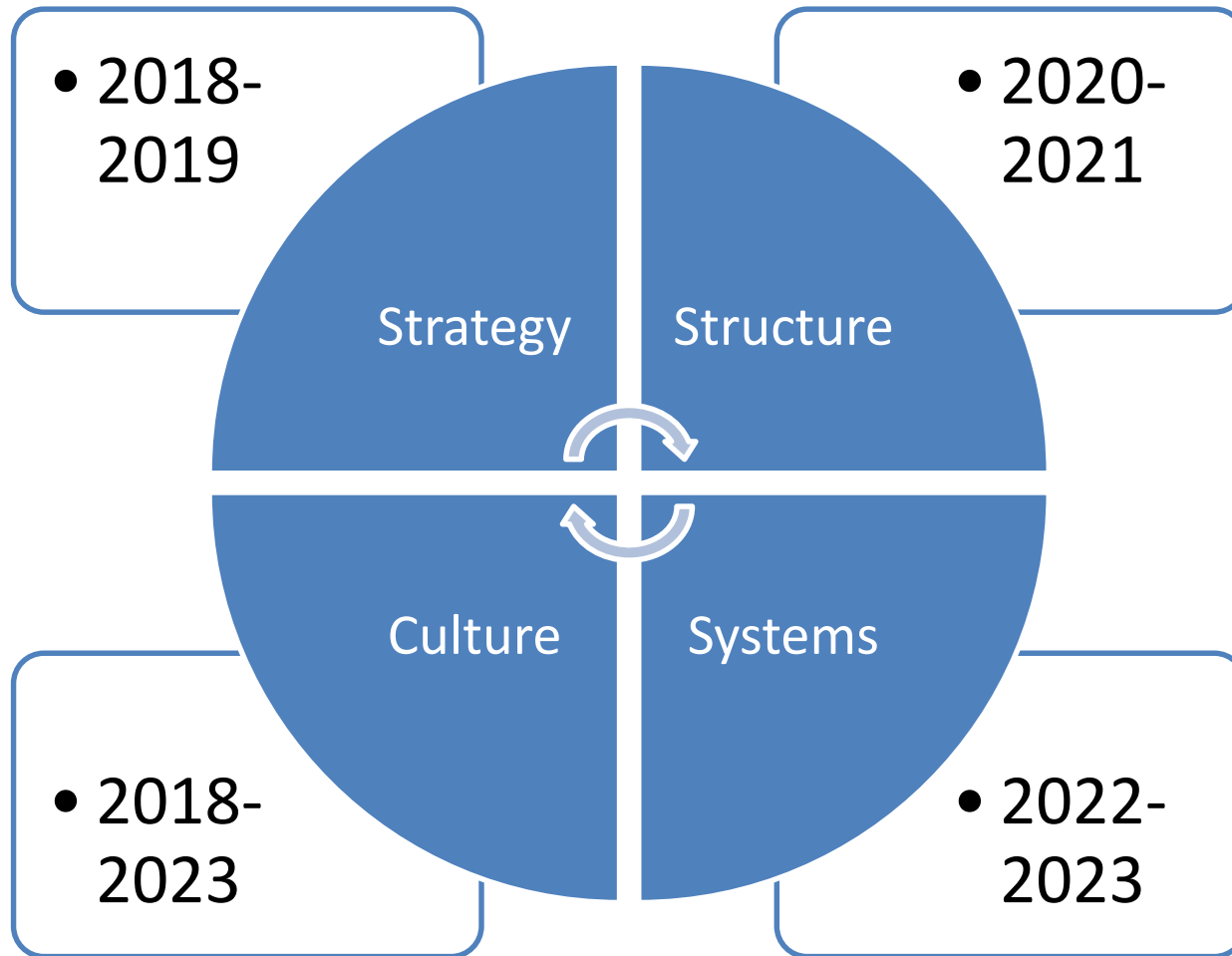
TBPL - Future

	Traditional	Community Led	Needs Based
<u>Base</u>			
Strategy			TBPL
Structures			TBPL
Systems			TBPL
<u>Superstructure</u>			
Culture			TBPL

Questions

- jpateman@tbpl.ca
- John Pateman & Joe Pateman (2018) *Managing Cultural Change in Public Libraries: Marx, Maslow and Management*, Routledge