Managing Cultural Change

Marx, Maslow and Management
Workshop

• 1 – 2 pm presentation, overview, concepts, analytical framework
• 2 – 3 pm applying the framework to your workplace 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
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

Traditional

Community Led

Needs Based
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

Unexplored 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

• 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

• 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

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Transformation

- 2013-2014
- 2015-2016
- 2013-2014
- 2017-2018

Strategy
Structure
Culture
Systems

• 2013-2014
• 2015-2016
• 2013-2018
• 2017-2018
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Decolonisation

- 2018-2019
  - Strategy
  - Culture

- 2020-2021
  - Structure
  - Systems

- 2018-2023
- 2022-2023
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Questions

- jpateman@tbpl.ca
  Managing Cultural Change in Public Libraries: Marx, Maslow and Management, Routledge