
PUGH, Lyndon. *Change management in information services*. 2nd ed. Aldershot: Ashgate, 2007.

230 pages. ISBN 978-0-7546-4665-5. £55.00.

Context

Although a largely academic textbook in style, this work is recommended to service managers wishing to engage staff in the process of change. The focus of the book is on the need for consultation, for facilitating initiatives from front-line staff, and obtaining ownership of new systems. The underlying theme of the book and essential starting point is that during periods of rapid technological development an information service needs to be readily adaptable and able to adjust flexibly to the environment. Pugh rightly identifies and discusses the role of people in implementing the change and in accepting it, as ultimately it is the people within any organization that contribute disproportionately to either success or failure. *Change management in information services* examines the possibilities and methods to engage enhanced levels of support from the organization's membership. The book also demonstrates that employees can become empowered in the entire process of change and are ultimately responsible for the outcome of the change planning and implementation. Pugh describes how a change culture can be introduced and shows how specific changes can be made acceptable to staff and users.

Readership

Though written for information service specialists the book deals with general change management issues and covers a variety of aspects: organizational and change theories, change strategies, processes and models, team-work and leadership role in change management, psychology of change and skills. Readership could include library & information science students as well as those interested in organizational change, possibly studying public services administration up to MBA level.

Content

The book contains chapters on the nature of change; change theories; strategies; processes and models; metaphors for organizations; structures; teams in change management; leadership for change; psychology of change; and skills of change management. This work is mainly an academic text, though practitioners will also find it useful, especially as there are references to case studies throughout. The case studies illustrate a variety of approaches and they show failed as well as successful change management initiatives and give a feel for the success factors for the implementation of change. However, the case studies come with a cautionary note as they may be seen to lack concrete detail: "No particular individuals or institutions formed the basis of the narratives" (preface p.x).

Usefulness

The book is good in discussing sections on leadership and the skills required for change management; the importance of relating to users as well as to staff as well as the need for flexibility in management and in structure. The book will be useful to a manager who can bring his or her own experience to the ideas discussed. *Change management in information services* is recommended for university libraries, especially if they run librarianship and information science and/or management programmes. However, the book is a very useful addition to the change management section of *any* library.

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