Assignment 5: Case Study Analysis

Case Study #1: Diane Takes on a Challenge

Information 640: Managing Information Organizations
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Statement of the Problem

Diane needs to effectively manage a major change in her library, working out a plan to implement an information literacy program with her current staff on a smaller budget. There are other problems to be considered such as, budgeting and organizational design, but it is important that Diane get a plan in place and begin working toward the necessary changes before addressing these concerns [See Appendix A].

Diane’s main problem is managing change. She needs to rework her staff in order to accommodate the coming budget changes and commence the information literacy initiatives. By reworking, we mean that she will have to reassign her staff to different tasks and jobs, since the budget cuts will likely get rid of some of the current positions. One of the reasons that this is going to be her biggest problem is because the staff has been employed for over a decade at the Venerable Old University (VOU), and they will likely not take well to sudden and abrupt change. The staff are used to things being done a certain way, and haven’t kept up with the times as far as ideas and techniques go. The staff is also used to little to no communication with each other because they all know their jobs, or so they say. Plus, the previous library director didn’t even share the strategic plan with her staff, meaning that previous management likely didn’t communicate much with the staff. A staff that is used to being left alone and not encouraged to keep up to date with what’s going on may not be willing to change what’s always worked for them. Diane would do well to apply Kotter’s eight stages of change to her staff rather than try to change everything all at once (Baldwin, Bommer, & Rubin, 2008, p. 331). She will also have to be careful not to alienate her staff by blaming them for the current state of the library (Baldwin et al., 2008, p. 336).
Statement of the Facts

Stating the most relevant facts of the case study is essential to understanding the primary problem. Diane has been the library director at VOU for six months. Though she has been encouraged to push information literacy initiatives, (VOU’s library instruction program is very basic) Diane is informed that budget cuts were imminent and that she should implement her initiatives using less than the full staff. The university’s library staff consists of seven full-time librarians: two in technical services, four in reference and one instructional librarian who does some reference work. Diane thinks that the staff seems both experienced and competent, but also somewhat dated. Little in the way of professional development, publishing or even conference attendance is happening among the staff. According to staff testimony, the previous library director was the only staff member to engage in such activities. Further evidence of VOU library’s heretofore permissive culture lies in the fact that the library’s two strategic plans of the last decade are exactly the same. It has not had a new plan in over a decade. These facts present Diane with a difficult situation which must be navigated carefully [See Appendix B].

Statement of Alternative Courses of Action

Diane has five viable alternative courses of action that she can take in her attempt to manage the coming changes at VOU library [See Appendix C].

1) Diane can work with her staff to create a new strategic plan to implement an effective information literacy program.

2) Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program.
3) Diane can implement meetings in order for the staff to learn to communicate with each other better and work together more efficiently.

4) Diane can take it upon herself to reduce the staff now or in the near future, aligning with the President's expectations and sending a wake-up call to the remaining staff.

5) Diane can give the President an ultimatum, either he keeps the staff members on or she will resign.

Advantages and Disadvantages for Each Alternative Course of Action

Alternative course of action #1: Diane can work with her staff to create a new strategic plan to implement an effective information literacy program.

Advantages:

1. The strategic plan is current and goals are clearly defined.
2. The staff contributes to the strategic plan.
3. Information literacy initiatives are commenced.
4. Each staff member understands how his/her role fits with the library.
5. The staff has a role in promoting information literacy.

Disadvantages:

1. This will be a time consuming process.
2. This will place additional pressure on an already limited budget.
3. The settled staff will be resistant to the change.

Alternative course of action #2: Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program.

Advantages:

1. The staff will gain more knowledge.
2. The staff will understand how their roles fit with the library.
3. The staff will have a role in promoting information literacy.

Disadvantages:
1. Professional development opportunities present an additional expense.
2. Training the staff for their new roles will be time consuming and costly.
3. The staff will be resistant to their new roles.
4. The staff will be overwhelmed by their new professional development responsibilities and the implementation of the new information literacy program.

Alternative course of action #3: Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program.

Advantages:
1. Communication is improved.
2. Weekly meetings help staff to understand each other’s role in the library.

Disadvantages:
1. This will be time consuming.
2. This option does not fully address the issue of managing the changes necessary within this library.

Alternative course of action #4: Diane can take it upon herself to reduce the staff now or in the near future, aligning with the President's expectations and sending a wake-up call to the remaining staff.

Advantages:
1. The President’s expectations are met.
2. The remaining staff members start to work more efficiently.
Disadvantages:

1. The staff productivity will decrease due to stress caused by such sudden change.
2. The remaining staff will lose cohesiveness due to a feeling of job insecurity.

Alternative course of action #5: Diane can give the President an ultimatum, either he keeps the staff members on or she will resign.

Advantages:

1. Diane does not resign.
2. No one loses their job.

Disadvantages:

1. Diane loses her job immediately, and leaves the library without a strong leader.
2. The President challenges her ultimatum and Diane backs down, losing credibility with the staff.
3. The staff feels alienated by Diane and the President.

Evaluation of the Advantages and Disadvantages

“Change, at its most basic, is any shift or alternation in the present work environment.” (Carroll, 2012, p. 3) Each alternative course of action brings its own advantages and disadvantages to the table [See Appendix D]. Diane has at least five alternative courses of action she can choose from. Selecting the right alternative course of action will depend on the results presented for each possible course. It is vital each alternative course of action is explored further before a decision can be rendered.

The first alternative course of action offers the most advantages out of the five. Diane can work with her staff to create a new strategic plan to implement an effective information literacy program. By doing so, the strategic plan will be aligned with the
current goals of the library, including the information literacy initiatives (Carroll, 2012). The vision of the library will be clearly stated with the staff contributing to the revision of the strategic plan. According to Kotter, creating a clear vision can “help direct the change effort” and allow others to “act on the vision” by “getting rid of obstacles to change” (Brisson-Banks, 2010, p. 248). Thereby, the information literacy initiatives will be commenced with each staff member having an important role in promoting information literacy. Overall, each member will have a better understanding of how his/her role fits with the library’s mission, goals, and objectives. These are exciting and valid advantages.

The second alternative course of action proposes fewer advantages than the first. Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program. By promoting professional growth, the staff will gain more knowledge and be up to date with current library matters. The restructuring of the library staff will allow them to have a better understanding of how their individual role fits with the library’s objectives. This will allow everyone to “find out who benefits from the current situation” (Baldwin et al., 2008, p. 338). The staff will also participate in the promotion of the information literacy program. As in the option above, these are all realistic advantages.

The third alternative course of action suggests even fewer advantages than the first two. Diane can implement meetings in order for the staff to learn to communicate with each other better and work together more efficiently. “Effective communication” will definitely occur, and the weekly meetings will give each staff member a better
understanding of his/her role within the library (Butterfield, Borgen, Amundson, & Erlebach, 2010, p. 154). However, while increased communication is a positive result, this course of action does not directly address the issue of managing a major change, so these advantages are inconsequential in this case.

The fourth alternative course of action recommends the same amount of advantages as the third. Diane can take it upon herself to reduce the staff now or in the near future, aligning with the President’s expectations and sending a wake-up call to the remaining staff. The President’s expectations will be met, and the remaining staff members will start to work more efficiently. These may be advantages to the President, but may do more harm than good in the long run.

The fifth alternative course of action presents the same amount of advantages as the third and fourth. Diane can give the President an ultimatum, either he keeps the staff members on or she will resign. Diane does not resign, and no one loses their job are two possible advantages for this alternative course of action. However, it is more likely that this will lead to conflict down the road.

Several possible disadvantages must be considered before determining which alternative course of action is best and whether they are valid concerns. For example, when considering the first proposed alternative action, working with the staff to create a new strategic plan for implementing an information literacy program, the amount of time and resources spent on such an endeavor must be taken into account. Diane is already facing budget cuts over the next few years. Moving forward with this kind of change, including a whole new program, will further limit an already threatened budget. In their 2008 article, Moghaddam and Moballeghi mention time and money as two of the most
common barriers to change in organizations. While this is true, in this case, the benefits of having a solid plan and goals in place outweigh the possible disadvantages. In fact, a good strategic plan will save time and money in the long run. In addition to time and budgetary concerns, there is concern that a staff that has been together as long as Diane’s may resist changes to the current staffing design and routine. This may be especially true if the new strategic plan includes moving forward with fewer staff members. Because the staff is involved in the planning from the beginning, however, there is not much threat of resistance.

There are several disadvantages being presented for alternative option #2, restructuring the staff while promoting professional growth and implementing the new information literacy program, however, they are not all valid concerns. Once again, the expense must be taken into consideration. Offering professional development opportunities to the staff as a whole will create an expense that may not be feasible considering the predicted budget cuts, but as in the example above, the benefits here outweigh the costs. Also, it has been suggested that expecting them to grow professionally, in addition to starting a new information literacy program, may overwhelm the staff and lead to less productivity, and that the staff productivity could be further limited by dissatisfaction with their new roles, and the amount of time necessary to train them to be effective in these roles. Staff attitude and resistance to change are the two “primary hindrances” to implementing a major change in a library or other organization according to Moghaddam and Moballeghi (2008). However, providing professional development opportunities should increase the staff’s confidence and capabilities, thus leading to less resistance and more positive attitudes in this case.
Option three, implementing meetings for better staff communication, does not have as many disadvantages, but it also does not fully address the issue of managing a major change within this library. The only problem really presented with this option is that it will be time consuming for Diane and her staff to meet regularly. While this option would improve communication within the staff, and improve their understanding of each individual’s roles, it does not take into account the changes necessary for this institution.

It would certainly make a statement if Diane immediately or in the near future reduced her staff as the President has implied she will have to do, but it will make the wrong kind of statement. This kind of sudden change can result in insecurity and stress within the staff, and will only increase their resistance to any future changes (Carroll, 2012). In addition, the remaining staff’s cohesiveness will disintegrate as they feel their own job security is threatened and take on an “every man for himself” attitude. This course of action will also cause the library staff to feel alienated by the President and Diane. Both of these are valid concerns.

The final alternative course of action, Diane delivering an ultimatum to the President to keep her staff or she will resign, would show the level of commitment she has to her staff, but will only worsen the situation. When presented with this kind of a challenge from a subordinate, the President will have no choice but to let Diane go, thus leaving the library and its staff without any type of leadership (Carroll, 2012). If the President challenges Diane’s ultimatum and she backs down, she will lose credibility with her staff. This presents a lose – lose situation.
Certainty of Occurrence of Advantages and Disadvantages

The certainty of occurrence of advantages and disadvantages varies for each alternative course of action [See Appendix E]. Based on the likelihood of these consequences occurring, we determined which course of action was most suitable for this case.

The likelihood of the advantages for the first alternative course of action occurring is very high. By working with her staff to create a new, up to date plan, there is a 95% chance that the staff will understand their jobs, and 100% chance they will both contribute to the plan and feel like they are part of a team to improve information literacy. There is also a 95% chance that the staff will feel like they have a role in promoting the information literacy.

The second alternative course of action has a lower likelihood than the first, but the chances are still fairly high. There is about a 90% chance that the staff will gain more knowledge about their jobs and tasks; and about a 90% chance that the staff will understand how their roles fit with the library. There is about an 85% chance that the staff will have a role in promoting information literacy, since they will be undergoing professional growth at the same time.

The third alternative course of action is not as effective as the first two courses, but does have a couple of advantages. The first advantage, improving communication, has about a 75% chance of succeeding. There is a 65% chance that weekly meetings will help the staff understand their roles, since there is also a chance that meetings will bog down causing friction and arguments instead of progress (Brisson-Banks, 2010).
The fourth alternative course of action has a couple of advantages, but they aren’t very good advantages, and their percentages are much lower. The first, meeting the President’s expectations, has about a 70% chance of happening, since he may have expected her to use the staff she had without getting rid of any of them. The second advantage has only a 25% chance of happening, since the staff members will more than likely not work more efficiently and be much more hostile towards Diane after she fired several of them. Lastly, the last alternative, making an ultimatum, has a zero percent chance of working and will likely end with Diane being fired for trying to make such an ultimatum.

As the certainty of occurrence for the advantages were discussed, it is important to evaluate the likelihood of the disadvantages for each alternative course of action. The odds of the disadvantages for the first alternative course of action occurring are slim to none. While Diane can work with her staff to create a new strategic plan to implement an effective information literacy program, there is only a 15% chance that it will be time consuming. Moreover, the possibility that implementing a new information literacy program will further limit an already decreasing budget has about a 10% chance of happening. Lastly, the chance that the staff may be resistant to the necessary changes has only a 20% chance of occurring. This change will not be “thrust on them with no consultation or input” (Butterfield et al., 2010, p. 151). Each staff member will play a vital role in creating a new strategic plan and information literacy program.

The chances of the disadvantages for the second alternative course of action from occurring are higher than the first. There is a 25% chance that offering professional development opportunities to the staff as a whole will be expensive. Moreover, training
the staff for their new roles will be time consuming and costly, resulting in a 50% chance of occurring if this route is selected. Furthermore, if Diane restructures the staff, then there is a 75% chance that the staff will be resistant to their new roles. There is a 20% chance that the staff may be overwhelmed with the new professional growth plan in addition to a new information literacy program, thus their productivity may suffer.

The third alternative course of action suggests two disadvantages, but this route is far less significant than the first two. Implements meetings in order for the staff to learn how to both effectively communicate and work together more efficiently will have only a 25% chance of being time consuming. Moreover, this option does not fully address the issue of managing the changes necessary within this library, which means there is a 100% chance this alternative will bring no positive outcome.

The probability that the disadvantages listed for the fourth alternative are far greater than for the first three. Diane can take it upon herself to reduce the staff now or in the near future, but there is an 80% chance that the remaining staff’s productivity may decrease in the wake of sudden change. Moreover, there is also a 90% chance that the remaining staff will lose cohesiveness due to a feeling of job insecurity, resulting in a disintegration of the team.

The probability that the three disadvantages for the fifth alternative course of action has a 100% chance of occurring. Diane can give the President an ultimatum, but Diane could lose her job immediately; thus, by leaving the library, the staff will be left without a strong leader. If Diane tells the President that either he keeps the staff members on or she will resign, the President could refuse her demand. If this happens and Diane
does not resign, she would lose credibility with her staff. Lastly, the staff will feel alienated by both Diane and the President if this course of action is taken.

**Best Alternative Course of Action**

After a thorough evaluation, the first alternative is considered the best course of action. Diane will work with her staff to create a new strategic plan to implement an effective information literacy program. Not only does this course of action entail the greatest number of potential advantages with 3 out of the 5 advantages having a 100% chance of occurrence (the other 2 out of 5 have a 95% chance of happening), but it also carries possible disadvantages that are least likely to occur. None of the potential disadvantages to the this alternative plan has over a 20% chance of occurrence, while at least one possible disadvantage entailed by each of the other four alternative courses of action has at least a 75% chance of occurrence (with some certainties of occurrence as high as 100%).

Certainly, the fourth and fifth alternatives, the reduction and ultimatum alternatives respectively, involve a rather extreme response on the part of Diane and could be seen as an abdication of her responsibilities as a manager. Reducing the number of staff without even attempting to work to find a solution will likely create a culture of reduced productivity, individualism and mistrust (Butterfield et al., 2010). Giving an ultimatum needlessly puts her job in jeopardy and, since the President probably will not acquiesce to her demands, the staff, will likely be demoralized whether she resigns or not.

While the third alternative does not actually address the issue head on, the first and second do and look to bring about several advantages for the VOU library staff. The choice between the strategic plan alternative and the restructuring alternative turns on two
factors. First, two of the three advantages resulting from the restructuring alternative also are projected to come about from choosing the strategic plan alternative, so the former only has one unique advantage while the latter has three. Concerning the possible disadvantages, choosing the restructuring has a 75% chance of reducing productivity and employee satisfaction. Not only does the strategic plan alternative promise more advantages, but it poses the least amount of risk as well, creating both short-term and long term wins for the library (Baldwin et al., 2008).

**Group Strategies and Responsibilities**

While a group leader was not selected, Elizabeth and I did the majority of the delegating of tasks, and we discussed the problems, facts, and alternative courses of action for the case according to the timeline in the Gantt chart. Charles and Sarah did not contribute as much to the discussion until later in the week, causing a delay in writing out each of our sections. One of the strategies Elizabeth and I used was to collaborate and agree on the problem, facts, and alternative courses of action for the case we were given prior to writing out our individual sections. One drawback was that we failed to collaborate on the advantages and disadvantages of each alternative course of action and select the best alternative course of action as a group. Because we failed to collaborate on the advantages and disadvantages as a group, this caused a further delay for individuals to complete their sections. We had to wait for others in the group to complete and post their sections before we could complete our own section.

Each member did have specific sections assigned to them that they completed. Sarah completed the statement of the problem and certainty of occurrence of advantages. Sarah had to be directed several times on what her tasks were and how to complete them.
Charles worked on the statement of facts, the statement of alternative courses of action, and the selection of the best alternative. Charles also needed to be reminded of what his tasks were during our collaborating stage. I worked on completing the evaluation of advantages for each alternative course of action and certainty of occurrence of disadvantages. I knew what the assignment required, tried to stick by the timeline we agreed on, and I collaborated with each member of my group. Elizabeth completed the evaluation for disadvantages for each alternative course of action. Elizabeth also collaborated with each member of the group, and she adhered to the timeline created in Assignment 4. Elizabeth and I both worked great together, and we contributed the most to all three assignments we did as a group. Elizabeth created Appendix A and added the disadvantages to Appendix D, and I created Appendix B, C, added the advantages to Appendix D, and completed most of Appendix E. Sarah added only the percentages to the certainty of occurrence for the advantages in Appendix E. Only Sarah, Desiree, and Elizabeth contributed to the references; Charles was asked to contribute at least one reading, but he did not. Overall, these assignments were frustrating for me because Sarah and Charles did not contribute as much as Elizabeth and I did; I am happy we did manage to complete the final assignment and despite it all, I am pleased with the end result.
References


Appendix A: Assessment of Problems

<table>
<thead>
<tr>
<th>Problem</th>
<th>Level of Urgency</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Managing Change</td>
<td>Very Urgent</td>
</tr>
<tr>
<td>Organization Design</td>
<td>Urgent</td>
</tr>
<tr>
<td>Budgeting</td>
<td>Urgent</td>
</tr>
<tr>
<td>Team Effectiveness</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Motivation</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Power and Influence</td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Very Urgent</td>
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</tbody>
</table>
### Appendix B: Facts of the case

1. Diane expects budget cuts over the next couple of years.

2. Diane needs to enhance information literacy services.

3. There are a total of 7 full time librarians.

4. There is enough work in technical services to keep 2 full time librarians busy.

5. The collection development budget is very large.

6. Diane noted that collection development funds might be less due to future budget cuts.

7. 4 librarians work in reference with 1 serving as head of department.

8. 1 librarian focuses on library instruction, assisting with reference sometimes and reports to head of reference.

9. The staff is highly competent and experienced, but seems dated.

10. There was very little going on with professional development, conference attending, and publishing.

11. The library has not had a new strategic plan for 10 years.
Appendix C: Initial List of Alternative Courses of Action

<table>
<thead>
<tr>
<th>Initial List of Alternative Courses of Action</th>
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</thead>
<tbody>
<tr>
<td>1. Diane can work with her staff to create a new strategic plan to implement an effective information literacy program.</td>
</tr>
<tr>
<td>2. Diane can restructure the budget in order to achieve optimal results from all library staff.</td>
</tr>
<tr>
<td>3. Diane can promote professional growth because information literacy starts with the staff.</td>
</tr>
<tr>
<td>4. Diane can redistribute the staff to achieve optimal results.</td>
</tr>
<tr>
<td>5. Diane can implement meetings in order for the staff to learn to communicate with each other better and work together more efficiently.</td>
</tr>
<tr>
<td>6. Diane can take it upon herself to reduce the staff now or in the near future, aligning with the President's expectations and sending a wake-up call to the remaining staff.</td>
</tr>
<tr>
<td>7. Diane can give the President an ultimatum, either he keeps the staff members on or she will resign.</td>
</tr>
</tbody>
</table>
### Appendix D: Advantages and Disadvantages of Each Alternative Course of Action

1. **Diane can work with her staff to create a new strategic plan to implement an effective information literacy program.**

   **Advantages**
   - Strategic plan is current and goals are clearly defined.
   - Staff contributes to strategic plan.
   - Information literacy initiatives are commenced.
   - Each staff member understands how his/her role fits with the library.
   - Staff has a role in promoting information literacy.

   **Disadvantages**
   - This will be a time-consuming process.
   - This will place additional pressure on an already limited budget.
   - The settled staff will be resistant to this change.

2. **Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program.**

   **Advantages**
   - Staff gains more knowledge.
   - Staff understands how their role fits with the library.
   - Staff has a role in promoting information literacy.

   **Disadvantages**
   - Professional development opportunities present an additional expense.
   - Training the staff for their new roles will be time consuming and costly.
   - The staff will be resistant to their new roles.
   - The staff will be overwhelmed by their new professional development responsibilities and the implementation of the new information literacy program.

3. **Diane can implement meetings in order for the staff to learn to communicate with each other better and work together more efficiently.**

   **Advantages**
   - Communication is improved.
   - Weekly meetings help staff to understand each other’s role in the library.

   **Disadvantages**
   - This will be time consuming.
   - This option does not fully address the issue of managing the changes necessary within this library.

4. **Diane can take it upon herself to reduce the staff now or in the near future, aligning with the President's expectations and sending a wake-up call to the remaining staff.**
### Advantages

| The President’s expectations are met. | The remaining staff members start to work more efficiently. |

### Disadvantages

| Staff productivity will decrease due to stress caused by such sudden change. | The remaining staff will lose cohesiveness due to a feeling of job insecurity. |

**5. Diane can give the President an ultimatum, either he keeps the staff members on or she will resign.**

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
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<tbody>
<tr>
<td>Diane does not resign.</td>
<td>No one loses their job.</td>
</tr>
</tbody>
</table>

### Disadvantages

| Diane loses her job immediately, and leaves the library without a strong leader. | The President challenges her ultimatum and Diane backs down, losing credibility with her staff. | The staff feels alienated by Diane and the President. |
Appendix E: Percentages Assigned for Certainty of Occurrence for each Advantage and Disadvantage

<table>
<thead>
<tr>
<th>Alternative Courses of Action</th>
<th>Advantages</th>
<th>Certainty of occurrence</th>
<th>Disadvantages</th>
<th>Certainty of occurrence</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1. Diane can work with her staff to create a new strategic plan to implement an effective information literacy program.</td>
<td>Strategic plan is current and goals are clearly defined.</td>
<td>100%</td>
<td>This will be time consuming.</td>
<td>15%</td>
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<tr>
<td></td>
<td>Staff contributes to strategic plan.</td>
<td>100%</td>
<td>This will place additional pressure on an already limited budget.</td>
<td>10%</td>
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<td></td>
<td>Information literacy initiatives are commenced.</td>
<td>100%</td>
<td>The settled staff will be resistant to the change.</td>
<td>20%</td>
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<td></td>
<td>Each staff member understands how his/her role fits with the library.</td>
<td>95%</td>
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<td></td>
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<tr>
<td></td>
<td>Staff has a role in promoting information literacy.</td>
<td>95%</td>
<td></td>
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<tr>
<td>#2. Diane can restructure the staff and promote professional growth to fit the new budget in order to achieve optimal results from all library staff while commencing the information literacy program.</td>
<td>Staff gains more knowledge.</td>
<td>90%</td>
<td>Professional development opportunities present an additional expense.</td>
<td>25%</td>
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<td></td>
<td>Staff understands how their role fits with the library.</td>
<td>90%</td>
<td>Training the staff for their new roles will be time consuming and costly.</td>
<td>50%</td>
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<td></td>
<td>Staff has a role in promoting information literacy.</td>
<td>85%</td>
<td>The staff will be resistant to their new roles.</td>
<td>75%</td>
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<td>The staff will be overwhelmed by their new professional development responsibilities and the implementation of</td>
<td>20%</td>
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<tr>
<td>Case Study Analysis</td>
<td>Assignment 5</td>
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<td><strong>#3. Diane can implement meetings in order for the staff to learn to communicate with each other better and work together more efficiently.</strong></td>
<td>Communication is improved. <strong>75%</strong> This will be time consuming. <strong>25%</strong></td>
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<td></td>
<td>Weekly meetings help staff to understand each other’s role in the library. <strong>65%</strong> This option does not fully address the issue of managing the changes necessary within this library. <strong>100%</strong></td>
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<td><strong>#4. Diane can take it upon herself to reduce the staff now, or in the near future, aligning with the President’s expectations and sending a wake-up call to the remaining staff.</strong></td>
<td>The President’s expectations are met. <strong>70%</strong> The staff productivity will decrease due to stress caused by such sudden change. <strong>80%</strong></td>
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<td></td>
<td>The remaining staff members start to work more efficiently. <strong>25%</strong> The remaining staff will lose cohesiveness due to a feeling of job insecurity. <strong>90%</strong></td>
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<td><strong>#5. Diane can give the President an ultimatum, either he keeps the staff members on or she will resign.</strong></td>
<td>Diane does not resign. <strong>0%</strong> Diane loses her job immediately, and leaves the library without a strong leader. <strong>100%</strong></td>
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<td></td>
<td>No one loses their job. <strong>0%</strong> The President challenges her ultimatum and Diane backs down, losing credibility with her staff. <strong>100%</strong></td>
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<td></td>
<td>The staff feels alienated by Diane and the President. <strong>100%</strong></td>
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