
Change Management in Information Organizations by Zhixian Yi (2025). Elsevier. 225 pp. ISBN 978032391237-2

Information professionals face increasing pressure to respond to technological, data-driven, and societal change while ensuring organizational relevance and resilience. *Change Management in Information Organizations* offers a timely and well-researched examination of how libraries, archives, and museums can effectively navigate these ongoing challenges. The book provides a range of strategies and conceptual tools for leading and managing organizational change in information-based settings.

The author builds a solid conceptual foundation for the book in the opening chapters. Chapter 1 introduces important frameworks, such as Kotter's 8-Stage Change Model (Kotter, 1996) and Bolman and Deal's Reframing Change Model (Bolman & Deal, 2017), to help readers understand the theoretical perspective for understanding and leading change processes. Chapter 2 provides additional methodological insights by presenting empirical research on how academic library directors in the United States have responded to organizational change in the information age. This section helps contextualize change leadership within the specific realities of the information professions.

Chapters 3 through 5 guide readers through the strategic planning phases of change management. Chapter 3 outlines the importance of defining the change initiative, conducting environmental scans using PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses, and identifying relevant stakeholders. These are foundational steps in assessing organizational readiness. Chapter 4 outlines a systematic approach to change planning, highlighting the development of a compelling vision, strategies for managing resistance, and the importance of reinforcing structured implementation. Chapter 5 emphasizes the importance of aligning change goals with an organization's mission and vision to ensure strategic coherence.

The discussion shifts in Chapters 6 through 8 to interpersonal and operational aspects of change. Chapter 6 addresses conflict management by examining its sources, typologies, and resolution strategies. Given the emotional weight of organizational change, this discussion is valuable. However, incorporating insights from works such as *Managing Transitions* (Bridges, 2009) and *Switch* (Heath & Heath, 2010) could have further strengthened the chapter by emphasizing the human dimension and emotional aspects of navigating change. Chapter 7 covers communication strategies, linking formal and informal channels to established theories of organizational communication. Chapter 8 offers practical guidance on managing change-related meetings, covering various meeting types, processes, and facilitation techniques. While the inclusion of conflict, communication, and meetings is commendable, deeper integration with domain-specific examples or case studies would have enriched the content.

Chapters 9 through 12 examine decision-making, evaluation, technological transitions, and future trends. Chapter 9 distinguishes between strategic and operational decision-making and proposes a structured approach to informed choices. Chapter 10 presents formative and summative evaluation methods. However, the impact of this chapter could be strengthened by referencing evaluation frameworks such as Kirkpatrick's four-level model (Kirkpatrick, 1994). Chapter 11 addresses technological change by categorizing types of information technologies and presenting strategies for managing transitions. Chapter 12 identifies ongoing challenges, such as staff resistance and the need for sustainable approaches, while highlighting trends like AI integration, data-driven decision-making, and increased organizational agility. Although these sections emphasize the significance of AI tools, a more in-depth exploration of their growing role in transforming information services and workplace practices would have been timely. A dedicated chapter on AI-driven change strategies could significantly enhance the book's practical relevance and future orientation.

The author includes helpful features in nearly every chapter, such as overviews, summaries, and further reading lists. However, Chapter 5 lacks an introductory overview, which slightly affects the consistency of presentation. The integration of empirical data throughout the book is a strength, though readers may find the presentation of the research design somewhat dispersed. While Chapter 2 discusses the study's methods in detail, a brief summary of the sample characteristics and scope in the introductory chapters would provide clearer context. The absence of the actual research instruments, such as interview or survey protocols, limits transparency and makes it more challenging to assess the study's rigor or replicate its design. Including these materials in an appendix would enhance the book's utility for researchers and educators. Moreover, incorporating "Lessons Learned" derived from participants' reflections at the end of each chapter would add value for practitioners and students.

In summary, this book is a valuable resource for understanding and managing change in the information professions. It provides a balanced mix of theory, practice, and empirical insights. Several chapters would serve well as course readings in management classes within Master of Library and Information Science programs. Future editions could benefit from a broader empirical focus, increased emphasis on AI-driven changes, and more practitioner perspectives. These improvements would make the text even more helpful as a guide for navigating organizational change in information environments.

References

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