

## Exercise #7

### What is Your Project Readiness Score?

In this group exercise you will evaluate how ready your library is to support successful project management.

**Instructions:** Please give your library a score of 1-10 on how well you think it and the people who work there do each item on the list. Discuss and compare your results with other members of your group. Do not consult other people before you write your answers, particularly if there are people from your library in your group.

1.    \_\_\_ Everyone is treated like a *peer* by everyone else. (It is part of the culture of the library that everyone says good morning, please, and thank-you to everyone with good will, no matter what their relative position.)
  
2.    \_\_\_ Clear expectations are communicated during the recruitment, hiring, and evaluation process, and the time and effort are made to verify that new hires do understand their job. No one has to guess what is required to succeed.
  
3.    \_\_\_ Policies and procedures are written down, and everyone has their own copy. (“If the plan is in your head, there is no plan,” is taken seriously.)
  
4.    \_\_\_ Everyone gets the same information at the same time, *regardless of his or her position* in the library. No one is allowed to hoard information.
  
5.    \_\_\_ Everyone knows who makes decisions, what decisions they get to make, and how decisions are made. Transparency breeds trust.
  
6.    \_\_\_ Everyone has the opportunity for input and to receive feedback about why their ideas were accepted or rejected.
  
7.    \_\_\_ Everyone has the opportunity for leadership on committees and collaborative projects.
  
8.    \_\_\_ Decisions that arise from meetings *are communicated to everyone within 24 hours* after the meeting. (Communication to staff is the number one priority.)

**OVER**

9. \_\_\_\_ Everyone receives continual (at least twice a year) training on management and supervisory skills, as well as cross training in technical and professional skills. Supervisors and managers are coached and evaluated on their success managing people, not just on their technical and professional skills.
10. \_\_\_\_ Managers know the difference between oversight and micromanagement; as long as employees accomplish their goals within the appropriate parameters of time, quality, cost, and civility, how they do it is up to them.
11. \_\_\_\_ Everyone is evaluated regularly on *both productivity and workplace civility*, with no exceptions for status, tenure, credentials, etc. (Everyone is expected to do the job well and treat each other well, even if they have tenure, are in a union, or have worked at the library for 85 years. Bullies are dealt with swiftly.)
12. \_\_\_\_ Feedback is given as constructive criticism: *what needs to happen “right” next time* instead of what happened “wrong” last time (negative criticism, blaming, lecturing about past mistakes).
13. \_\_\_\_ Positive reinforcement (sincere, specific workplace praise) is experienced at a ratio of *better than 5-to-1* in most interactions with supervisors overall as compared to complaints about behavior. (Employees expect that most interactions with supervisors will be realistically positive.)
14. \_\_\_\_ Everyone has experienced sincere specific workplace praise at *least once in the last week* from a supervisor or manager. (Employees expect that most interactions with supervisors will be realistically positive.)
15. \_\_\_\_ There is a healthy, effective mechanism in place for *quickly resolving stalemates among employees and managers*, and it is used. (A disagreement between people is resolved within days, and the work moves forward.)
16. \_\_\_\_ Everyone is expected to learn and grow.