

Beyond the Norm: Building a Culture of Creativity & Innovation in Libraries

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Today's webinar is entitled beyond the norm: Build a culture of creativity and innovation in libraries. Your presenters are Brian and Steve. Brian is the Chief Information Officer. He currently leads the digital strategy web and media teams for the library and General Manager for information technology. Steve is owner and principal of top dog learning group based in Orlando Florida that provides guidance and solutions in change Management, instructional design, leadership and organizational development, learning strategies and custom E-learning creation. I'm now happy to introduce Brian Bannon and Steven Yacovelli.

Hello, everyone, can everyone hear me okay? If so we'll try using some of the interactive tools. If you can give me some feedback you can go ahead and give me a yes or no, which are some of the pull-downs that were reviewed in the housekeeping. Seeing a couple yes' come in. That means technology is working, awesome!

So I am Steve Yacovelli. I'm the one on the right hand side as shared with top dog learning group and I'll allow Brian to introduce himself. Brian if you're there?

Hi, yes. Brian Bannon, I'm here in San Francisco and as was mentioned earlier I'm the Chief Information Officer at the San Francisco public library.

Great. Thanks, Brian. You'll hear a lot more from him as we go back and forth over the next 12 hours during our session today. Just kidding it's not 12 hours!

I am lick I said Steve Yacovelli. I'm in Orlando, Florida. If you have been to Orlando, go ahead and give me just to kind of mix it up to make it fun give me a laughter if you've ever been to Orlando, Florida and it should be one of your selections under your interactive tools. I see lots of little smiling faces, thank you very much. If we put mouse ears on them I'd feel right at home.

There should be a link toward the bottom for you to download a PDF file. If you haven't already done so, we highly encourage you to do that. We have some areas for you to take notes in as we work through our content here during "beyond the norm" so if you haven't already done so, please take a moment to download that PDF from print and it will allow you to go ahead and take some notes and it's kind of a little fun to keep you awake and off your e-mail.

So why are we here today during this session? We're here for three goals. Specifically, the first goal is to explore ways you can actually foster creative ideas and innovation within your libraries. One of the things we're seeing in the field today of course is with the constraint of resources both time and fiscal, there's a lot of push for creativity and generating new ideas and we want to take a different approach at that and look at how we can use that to really better how we run our libraries as an organization.

Our next goal is to review real-life examples of how someone helped build a culture innovation

within their own library. We'll look at three specific areas that were very interesting and Brian will take us into some great detail on some libraries that actually apply these types of concepts to their particular organization as well as benefit for their own Patrons, as well as for the folks who work at the library as well.

And third, we're going to discuss specific steps that you can actually take to foster creative ideas and innovation within your own library. Now we're going to do a lot of brainstorming during this session so you will be utilizing the chat area if you haven't already found that to provide your ideas and some examples of creativity that you're probably already doing.

So with that, we have our agenda here. We have three specific parts to our agenda and we'll do the welcome which actually we already kind of covered and then we'll slip in some models of innovation and best practices and then really talking about fostering your creativity and then what's next. So at this point I'm actually going to turn it over to my pal Brian to take you through the first section.

Great. Thanks a lot, Steve. So as we get started, one second. Let me switch to the next slide.

Absolutely.

Are we able to get to the next slide?

It should be up.

Okay, so as we get started when we are thinking about innovation, we have, we want to make sure we're all on the same page in terms of what we mean by the word innovation, so the idea is that we're looking at a definition where we are creating and implementing a new process, product, or service, a delivery method which results in significant improvements and outcome efficiency, effectiveness or quality, so it's really what we're talking about when we're referring to innovation today. Peter Drecker whose an influential writer, and self-described social ecologist talks about innovation as being a change that creates a new dimension of performance, so with that in mind, thinking about words that describe innovation, if you could use your chat box to put in some words that you feel like within your own library help describe the word "innovation" so when you hear that word, what are some words that you associate with it? We're seeing a lot of ideas here. Good! So regardless of how we think about describing innovation, it doesn't really, regardless of how you define it, the idea is that we need to be intentional about doing it and there's a lot of great resources out there when thinking about innovation and organizations and whether you're looking at books, blogs, online classes, there's many different articles and resources that help build a road map for innovation and while they all take a slightly different approach, the key here is they all focus on some very similar basic principles, and the issue is not to get bogged down with picking one model over the next but really finding a blended model or one model that resonates for you and your library so the key really is to pick a model, doesn't matter which one it is and to move forward with it and not get bogged down.

Steve, we seem to have lost Brian's phone connection.

Oh, can you hear me?

I can hear you.

I've been doing the presentation. Is it completely blank? Did we lose Steve? Hello?

I'm here.

Could you not hear that whole presentation I just gave some the slides aren't changing on my screen.

I think we're good.

Who wants to move the slides?

That will be my job, I believe.

Okay.

So I'm not seeing that the slides haven't changed since the agenda. Are we, are the attendees seeing slides change?

Uh-huh.

Yes.

But you aren't hearing me speak, is that right?

We are hearing you.

Okay, great.

Everyone sees the eight books so I think we're all set to go.

Okay, go ahead, Steve.

So, just to kind of finish up this section, thanks for your patience with our technological hiccups, but that's one of the great things about innovation as this is such a great delivery tool for innovation sometimes it's a little hiccup and a good way for us to learn. There's a lot of great resources that are available for us to look at as we think about innovation and as Brian and I were really pushing through, some of the great tools that we could leverage for the library world, we had to really think about some of these books and pull them in and actually what we went to is a model that we would like to show you right now and as we move on to the next section of our time here today and that's talking about models of innovation.

If we think about the different models of innovation, there's a lot of buzz going on but the one we really want to point out today is one that Mariesa Mayer, whose VP of location and local services at Google introduced throughout the media over the past I'm going to guess about the last maybe year or so, and we call it the Google nine principles of innovation and how this kind of started out was Mariesa works in product development area of Google and as she was looking at how is Google and I think you could all argue that Google was slightly innovative in what they do for their different types of business that they get into and quite frankly as it keeps growing and becoming even more broad, but innovation is really the core and what makes this Company very successful as with so many organizations out there today, but what she did was she looked at what their group does internally and categorized it or put it into nine different buckets which is what we're going to talk about here over the next couple minutes.

The first of the Google Nine and if you're following along in your handout you can jot down some of these notes if you'd like, but the first of Google 9 is called innovation, not instant perfection and the way Mariesa so wonderfully categorizes this is she first said okay if you think about an organization, you have people who work, who are very, especially when we're talking about product development or service development, they're very detail oriented and now she refers to these folks as castle builders or castle building, so the people who and you could actually take a step back and say well a Company like Apple where we work and work and work and really refine and they don't launch something until it's absolutely perfect, it's exactly how they want it and typically speaking aside from maybe some of the news buzz from yesterday with the new iPhone, but typically speaking, most of the world goes WOW, that's so cool!

Mariesa says you know what, Google, we kind of don't do that and what we want to do and the reason we don't do that at Google is because if you get it wrong, wow you've wasted a lot of time, a lot of resources and a lot of energy into something that maybe isn't as perfect as you would hoped, so her comment is at Google what they do is they mostly take the philosophy of innovation, not instant perfection or said a different way launch early and often. Steve, me personally, I used to use the idea of many years ago I was in Marketing and we did what was called shot gun Marketing where you load up your gun full of your message and shoot it out and see what you hit and that's kind of Google's philosophy when it comes to Product Development so they aim for something and see what happens, see if it sticks and if it does stick they go forward and refine it, fine tune it or they say Hmmm, didn't work so well, what can we learn from that and let's move on with our resources.

So as we think about the first of our nine, it's really don't go for perfection, really go more for be innovative, lots of ideas and kind of see what sticks.

If that makes sense go ahead and give me a yes in your participant communication tool. Cool! Looks like everyone is on Board with that one so let's move on to Google Number 2 which according to March us a is ideas come from everywhere and this is not just unique of course to Google. It's pretty unique to a lot of organizations that look for creativity and an innovation. Now, at Google what they do is they say this really allows people to just pony up as many ideas as they can because they do come from everywhere and harvest those great ideas. Now, at Google what they do is look at having internal lists that people post ideas to and then people can

go out and search those lists, see maybe whose working on similar things, who has an idea similar to me, etc., and those lists become kind of the Genesis or incubator if you will for any different or newer ideas that people are looking for.

Quite personally I do something kind of like this and you might do the same thing too. By a show of hands either yes or no, how many people have ever planned a wedding? Or redecorated a house? Looks like many many of you have done, you've probably done this before, especially the brides or brides to be who get the magazines with all of the beautiful pictures in there, they're ripping out pictures or ideas, maybe you moved into a new house and you say wow I really like what that roof looks like on that magazine picture. You rip it out and maybe threw it into a folder, kind of the same idea, kind of that folder collector if you will so that you can kind of figure out where some of those neat ideas come from because you never know where they're going to go and that's what they say at Google.

The third of the Google 9 is what they call a license to pursue your dream and I personally love this one at Google because according to them what they do have they have what's called a progressive policy where they allow everyone who specifically the engineers who work with their Product Development area, they allow them 20% of their time to do whatever, to pursue whatever areas they think are worth investing their 20% of their time. Google has no problem paying for this time but they say you know what? Things are going to come up out of that because you're allowing people to pursue things that are very interesting to them. Good case in point is after September 11th, one of the researchers, she actually went out to 10 or 15 new sites really trying to look for information about September 11th and some of the tragic events that happened, and then she thought gosh, I really wish I could write a program that could do that and she actually did and that actually was the basis for Google News. Now this particular woman working for Google, her goal wasn't to go out and develop a new product but through her having that license to pursue that 20% whatever is interesting to her she actually did, so again, part of the Google 9 is allowing people that opportunity, that flexibility to go out and pursue what is of interest to them.

Brian, I'll turn it over to you for the next group.

Thanks, Steve. So the fourth area of the Google 9 is this concept of Morphing projects and not killing them. I think the core part in this is that oftentimes we'll move along with something and there's something good in it but for whatever reason isn't working so we just abandon the concept. Mariesa actually has a great example early in Google. Eric Schmidt, the CEO, made an observation that really any project good enough to make it into their Google labs probably has something interesting in it somewhere and if you just aren't responding to it it's really their job at Google to take that product and put it into something that has value to its users and oftentimes we're looking at the work we're doing, libraries, even examples of things working really well at one moment in time, but perhaps user needs or demands change and rather than demanding the concept, our charge is to figure out how can we take this product or service and make it relevant again to users so it's either completely Morphing a project because it didn't work out of the gator because these are demand changes and taking something that has a good idea and transitioning that into something that is relevant to users.

Number five talks about this concept of sharing information as much as you can. I think this is particularly relevant to the work that we do and all types of organization but in particular in libraries this concept of transparency that I think there's an old Management style that really is about sort of at the top of the organization, you hold all of the information and you kind of dole it out on a need to know basis and Google really flipped this on its head in terms of this concept of sharing information is a critical piece of supporting a culture of innovation and organization and they give, or she actually gives lots of examples of how they do this at Google. One is they share information by their corporate internet and another is every Monday all of the employees write a quick e-mail showing the five to seven things they worked on the previous week and being a search Company, they created a little search box so that anybody in the organization can search these bullets and figure out whose working on what type of project and the example is you could search for whose working on mats and the key point here is that they put a high value on everyone in the organization communicating out as much as three can on what they're working on with the idea in mind that if I know what somebody down the hall is working on I might have something to contribute. There might be an opportunity for us to collaborate I think it's a really powerful message for us to be thinking about that we're moving in a direction of collaboration that's key and in order to really be collaborative you have to share what's happening in order to get there.

Number six is simply stated as users, users, users, and while I think we all know what that means, I'm just curious, when you hear that, what does that mean to you and if you could put some notes in the chat box, that would be great. So this idea of users users and looking at the work we do in libraries it's particularly important that we're here for users. The user experience is really what we're here for so focusing on what our users want, what our users need and having that be at the center point of all of the decisions we make related to building new products, focus, and seeing some of the chats come in through customer focused approach. All of these elements are about how we can build new products or services or look at the existing ones we have and make sure they are focusing on the number one piece which is the people we are supposed to be serving.

Okay, so a lot of good chat talking about the difference of looking at things from the users point of view or POV as one person typed in there, and number 7 is saying that data, remember from her perspective she is working in a Product Development organization and when she runs into people who work in some sort of design or creation type area, they say the design at our Company is very political, so those people who create things, if they create something A and someone else creates something B, whoever created that whose best with whose higher up in making that decision that tends to be the product that gets pushed back and at Google, we actually think of design more as scientific approach to things meaning it's not politically based. It's not favoritism but it's really looking at we create something, we run some tests on it to see what's the feedback, so in their case, they're really making I use the term data driven decisions versus the decisions that maybe are being made by the heart, so they're using the head versus the heart if you will, so at Google, we probably have somewhere between five and 10 experiments running at any one time to see kind of what sticks, so when it comes to creating innovation and being collaborative and innovative within their particular culture, they try to disassociate data from the politics of things within any organization that can happen but at Google they try to disassociate themselves with that and see you know what? See what the data

says and make those data driven decisions accordingly.

Number 8 of our 9 is creativity loves constraints and when I first saw this after just kind of initially being exposed to the Google 9 I initially said that doesn't make sense to me and how many people here see number eight and say creativity loves constraints and have that initial reaction as well, go ahead and give me a yes or no in the feedback area. A lot of people saying yes. I'm going to pick on Diana, or excuse me, Blanche Chase, I'm sorry, just because you're one of the first folks that said no, you didn't have that reaction. If you could use the chat in there, let me know why you didn't have that reaction.

So sometimes boundaries sometimes enhance the thinking and you're exactly right and that's what they say at Google is that if you think about creativity and the creative process, one of the things that they have a lot of benefit in in their culture is not having what she refers to as an unbride Eled creativity. They actually try to put some constraints on it so that people really need to be creative and think outside the box and I want to share a personal story if I could.

I was telling Brian this the other day. I was asked to submit a proposal to be a keynote at a conference coming up in November but this constraint for the message was that you had 6 minutes, you had 20 PowerPoint slides, kind of like if you've ever seen Ted talks it's that same mentality, you have six minutes, 20 slides, each slide is set to automatically advance after 15 seconds, you have to use all 20 slides, go. So that's kind of the idea with creativity loves constraints. You know, you said it was impossible but we're going to do this like this and like this, because this is the way we're thinking. So thinking about sometimes in our world, we have some constraints from Resource availability, time availability, whatever that looks like and that actually can be an incubator at least from the Google philosophy to breed creativity.

Number 9 of our big 9 is you're brilliant, we're hiring and what do you think they mean by that with regard to being an innovation starter? Go ahead and use the chat area. What do you think number 9 means to you? This is that audience participation part just so you all know. So here is some things coming in. Hiring passionate people, innovative organization isn't afraid of creative thoughtful people, worry less about skills, more about potential, get the talent, Carla I like that, your skills matter, get different people on Board, always looking for new talent and willing to take a risk to get those people. You all get the idea and it is probably self-explanatory but I think philosophically speaking it's kind of brilliant, no pun intended because that's one of the words in the nine but if you think about an organization, defining what brilliance means may be a subjective term to the culture but at Google they're always looking for that new talent, those folks, there may not be an opening but if they find that that person with whatever it is that they are looking for by the definition of brilliant they are going to bring them into the organization and help them move the organization kind of into that next level.

So that is according to Mariesa, the Google 9 and what I want to first ask is what questions you have about these nine concepts before you play with them a little bit. And use the chat area, raise your hand. What questions do you have? If we had the license rights to the Jeopardy theme, I'd insert it here.

[LAUGHTER].

Okay, I've got a nice question from Jane. Jane says do libraries really have the ability to allow people time to do what they want, and that's a great question. Actually, I'm going to throw it out to you all first to see if we can answer Jane's question and I'm actually going to copy and paste it in the chat room so Jane said to me privately but I want to make sure everyone sees it and her question was: I posted it in there. Do libraries really have the ability to allow people time to do what they want? What do you think? Nancy says not on an ongoing basis. Candice says depends on the library administration and Rhonda says depends on the Management style, same idea, Stephanie, it's all about priorities, sure, and Dianne, no, because they are government funds and creativity is a priority, then it happens and I think that's great and Kim says any ideas on how to get co-workers to never take any initiatives to feel responsibility to chip in with ideas every now and then. Hold that thought, Kim, because we're going to actually play with that one a little bit later in the session but overall I think I would personally encourage an organization, this is why you're here, to kind of get ideas because as we're going to explore in our next session, creativity doesn't necessarily stem from the VPs and higher ups. It can come anywhere within the organization but when it's an organizational priority then yes, people will find the time or organizations will make the time, so thank you for that feedback, everyone and I think that's great stuff and what I do want to share is have us open up a Poll, and going to ask this question what you're seeing on your screen right now and the question is: Which of the Google 9 is most important to you and your library? We've replaced the Google 9 up on the screen here. Which one is most important to you? You can see the Polling on your screen as well. You can go ahead and select which one you think is most important.

Steve we'll post the answers in a minute but just so you know, users users users is running late with it.

[LAUGHTER].

I kind of figured it would, [LAUGHTER].

So just a few more seconds for everyone to submit their response to the Poll. I'm assuming everyone can see those results; is that correct?

Uh-huh.

Okay, great. Thank you. So it looks like by a 20% vote, Number 6 which is users users users or as we might say, patrons patrons patrons might be at the top but there are some that are high up there as well. Looks like number five and one, so share as much information as you can and innovation not instant perfection are up there as well. I'm going to ask and I am going to focus in on the kind of the second one and actually that first Google 9.

For those who did vote for that or maybe those who are now thinking about that one, in the chat area, why would you, why did you say for those 11% or the 15 folks who said you know what? Innovation not instant perfection is most important to me and my library, go ahead and share that within the chat area, if you could please. Those 15 who voted for that we know who you are and we're going to send a little buzzer-- no, I'm just kidding. So, Sophie was one of the folks and

she says because we are often so afraid of getting things wrong that we put perfection first ahead of what might be really good, really pretty good. Great. Doug Smith says perfectionism is endemic to our profession and it stive Els creativity. Vickie is saying freedom to fail and try again, nicely said or nicely typed I should say. I didn't vote for it but it is extremely important especially in tight budget times to get more innovative to accomplish our mission, and I'll finish up the last one here, we're so busy we haven't had time to let ideas develop. And I think all of those are wonderful reflections on that particular one but as we move on to our next section think about these nine and hopefully you took some notes in your workbook because I think if we move through all of these nine and we had more time to really talk about this in depth, I think well we know that all nine of these can apply to your organization, to your libraries in one way, shape, or form so think about those ways as the question says here on the screen, which one is most important to you and your library. I think they all are but think about how they can apply to what you're doing each and every day especially as we try to move toward being a little bit more in month straight ever in our libraries.

And with that I'm going to turn it over to my colleague Brian for our next part.

Great. Thanks, Steve. So we've scratched off one and two. Actually scratched off one and now we're moving into the area of thinking about breast practices so what are libraries doing in this area of innovation. So we're going to spend a little time talking about a couple of different libraries that have really built themselves up in terms of constantly coming up with new products and services. They've won awards and often types we focus a lot on what the outcomes of these libraries are and less about what it is with their DNA or what it is they're doing within the organizations to allow them to over and over produce new and creative product services and really solve business problems, so the first one I want to talk about is that many of us are familiar with is the Columbus metropolitan library in Ohio. This library won library of the year in 2010 and has been in the news a lot for a lot of the interesting work they've done in terms of building out new innovative services for patrons as well as doing some really innovative work in how they improved their Business Operations behind the scenes, so when we reached out and talked with Columbus about how they approach their approaching innovation, we had really interesting discussions and shared with them the Google 9 and asked the question, you know, what of these nine most resonates for you and of these Google 9 what do you feel like is a part of the approach you take when thinking about innovation and I thought it was interesting in the chat box earlier we talk about this idea of innovation, not instant perfection because that is precisely the one that Columbus latched on to first in saying that when they think about building products, services, or even looking at efficiency within their libraries that they freed themselves from the notion they have to get it right the first time. In fact they think about it almost the opposite that without going out early and often to their users with a new idea, they aren't going to have a really good sense of whether or not that product or service is going to work well for their intended audience so one of the things they talk a lot about is how they can en our age building products and services, bringing them out early, not being too concerned about it being perfect when they launch them but looking at an early launch is an opportunity for them to really buildout, study, understand, and make new changes to that so it ultimately serves the users and one of the examples they give when we spoke to Columbus was actually came from a mid level staff person in the organization who had made the observation that a bunch of new E-readers were coming on the market right before the holidays and he thought,

you know, all these new E-readers are coming on the market. We'll get a lot of questions in our library about how to an E-reader someone gets for Christmas, how can they use that E-reader to better leverage the library digital collections or on the other side people will see all these new E-readers and maybe they want to experiment with them but they aren't sure which one to buy or what will be best in terms of interfacing with the library collections so the staff person thought wouldn't it be great if we just made available a few E-readers at our library and taught folks how to use the different ones and for those folks who have already got E-readers say for Christmas already done a little bit of experimenting in house so that we can show them how most effectively to use these tools and what's interesting is so this guy had this idea and they had a decision point. They could either say yeah, this is a great idea. Let's spend the next three months thinking about how we'll implement it. They talked about the petting zoo. It's a concept of they rather than spending the next three months building out a project plan and spending a lot of time thinking exactly carefully how they were going to implement this program or initiative they were like let's just do this and lets get feedback on the fly so they got a small pot of money, went out a bought a bunch of E-readers, identified a couple of sites that would help them pilot the program and launched it in a matter of weeks and the staff I spoke with were the first to say that that first few weeks was really tough. They got a lot of questions they didn't know how to answer. Staffers relinked from trying to figure out how to use the devises and translate that to the patrons but they got feedback right away about what was in demand for users and what was in less demand, the kind of training they would want to provide the staff if they were to roll this out in more than one location and they allowed themselves the freedom to say to the public, we're just experimenting with us. Give us your feedback and the result was a much more robust program that they have since refined and are now offering throughout the city and the idea for them was that this is how they approach building out new products and services particularly when it's a new concept they're exploring, they don't want to put a lot of resources towards something that's a complete flop so they put a little bit of resources towards it, bring it to the users and begin working on it as a collaborative process with their users so I thought it was a great example of freeing the burden of having to get it perfect the first time.

So another one of the libraries that we spoke with and want to talk about and another one that has gotten a lot of notice recently and won numerous awards for the products and services is the Orange County library system in Florida. I think that's actually where Steve is right now. This library system when I spoke to the library Director, again we just had a general conversation about what is it about your library that allows you to continually over and over launch products and services without a lot of resources and the thing that Mary Ann focused in on right away was this concept of letting people pursue what interests them or that idea of a license to pursue your dream and I asked her right out of the gate like that's all good and well but you have all different kinds of folks in the organization, they are already busy doing so many other kinds of things. How do you allow them to work on stuff over and above what's in their sort of immediate work plan and we talked about the Google 9 and 20% and she's like we don't do 20% like the Google 9. It's really a mind set she feels they set in their organization that if anyone in the organization has an idea, something that they feel like they're going to benefit their users they want to find ways of supporting those ideas and so one of the examples she gave me is this new act that they launch actually close to a year ago now that's been incredibly popular among their users and it's a really interesting application. There's a front line staff person, like a page level and a person happened to have some experience in building iPhone Apps and made the

observation they were getting a lot of readers questions and had remembered this similar application you've seen for finding restaurants and so he thought well wouldn't it be cool if we developed a readers advisory App that allows you to shake your iPhone and identify whether or not you wanted a recommendation for a teen or adult or child, any particular genre and in a variety of formats and essentially add a game that would give you some advisory choices and have a link to the catalog and place a hold so he had this great idea, if you happen to have development background so rather than taking the idea from this person and saying that this is a great idea but you aren't the right person to work on this. Your classification isn't quite in alignment, what they did is they allowed him to work with them to really develop this application and ultimately, they built this whole new product but it was really that mind set of saying anybody in our organization who has a great idea, we're going to support cultivating those ideas but then also whenever we can we're going to work with those folks to help bring those ideas to new services or products and this I think is a great example of front line person who happened to have a great skill set build something that is of value to all users with Mobile Devices in Orange County.

So another library we are going to talk about today is the actually my library, the San Francisco public library. San Francisco, we've spent a lot of time over the last few years grappling with the same question. How can we build a culture of innovation and creativity within the library. Our city librarian came up with an example, has a great example of where he wanted to develop a leadership program for our staff and he was really interested cultivating leadership at all levels, so from custodians to pages to Iberians and but along with that he wanted to allow us to build a culture of innovation around leadership development and so his idea was to bring this group of folks together and teach them how to project manage an idea into an actual product or service and then in gauge with them on developing new perspectives or new ideas for how we could streamline Business Operations, build services for patrons and essentially he built a program for teaching people how to innovate and then encouraged them to come up with new ideas that would support the baseline organization.

This is a great example I think of ideas coming from everywhere and really putting value on that and then putting a program behind it and as a result of this program that we've done over the last few years, we've seen from the handling system was one of the projects that was identified and it was a custodian, a page, a couple of librarians created a project team and they cut in half the time from materials getting to the library to the patrons hands and there's lots of different examples, internal and external examples of how just pairing up basic skills and encouragement of coming up with ideas to really improving the bottom line for the organization.

So with that I actually have a polling question for the group. So do you think these types of innovative examples and situations would work for your library? We've got three options for you. One is yes, no, and not sure. So are the pollings coming through?

Great. So we're seeing a pretty broad spread in terms of the Poll. We've got a lot of yeses, about half of the folks are saying yes. Very few knows, and then some not sure, so it is interesting trying to think about how we can adapt these different models of innovation and make them relevant for our library. Turning to the chat window, I'm curious, for those of you who said no, can someone give me an example of why they think that these examples or situations don't

resonate for them? So I'm getting one comment here, my library is very ridge it and controlled, security concerns and yeah, the question about Managers wanting to hang on to control in terms of getting Management by and it seems like there is a theme of comments around yeah, it's fine and you can innovate as long as you have Management support in doing it and some other examples.

So I think that this question I think is certainly something that we've talked a lot about in San Francisco. Public libraries, how do you as an individual regardless of kind of where your organization or your Management lies, how can you support building a culture of innovation and I think part of the challenge is looking at the various different circles of influence that each of us has within our libraries, whether we're a Manager, whether we're a project lead, whether we are an opinion leader within our group. There's a lot of different ways I think that each of us has the ability probably more so than we would give ourselves credit for to contribute to innovative thinking within our organization and sometimes it just takes coming up with a great idea and presenting that idea in a way or even prototyping that idea as a way of kind of case point proving how you can contribute to the bottom line organization, but I see there's some other examples. Yeah, also some of the other challenges folks are saying is about getting ideas, ideas taking forever, getting them through the organization. I'd be interested to hear in the chat box what tools have you implemented in your libraries to sort of cut through red tape? So Scott says it would appear for quality improvement programs so it looked like there was a peer based model for doing this. I like the relentless optimism and keep asking for change as a way. Sarah points out that pilots are a great way to cut through red tape that perhaps if you can just get someone to agree to a small idea or a small pilot as opposed to a big initiative that might be a way to cut through some of the red tape. And I love this one. Asking for forgiveness as opposed to permission. Often types you need to move forward with something, prove that it's good and then ask for forgiveness after, hearing some yeses to that one too.

Great so the idea here is that each of us within our own library settings needs to find a way for us to take a model of innovation and make it applicable to our environment so I'm going to ask if you could just take a moment and think about how can you foster innovation within your own library and thinking about the challenges, the constraints that you know about your own community and you know about your own sort of library environment and think about how the Google 9 may or may not be relevant to you and what elements jump out as possible tools for you to utilize in fostering innovation and what can you specifically do to help build this culture of innovation regardless of your level within your library and also ask you to think about some specifics steps, maybe just one that you can take in this direction.

So as you think about that if you could use the chat box and just be curious if you could be willing to share, if you could share in the chat box one thing that you could do tomorrow that would help your library be more innovative, just one thing, one step that you could take tomorrow and use the chat box for that. Great so a lot of things coming in. Great brainstorming times at all staff meetings for Nancy and so we invite people into the conversation. Hire me as a Director, great! So a lot of comments about asking staff what interests them and encourage them to think creatively so sometimes it's just asking the question. A lot of comments about being innovative and creative.

Well I like this, we're going to move on from this one but from Timothy this concept of having a contagious optimism really modeling within your own sort of approach to work an optimistic viewpoint about bringing creativity and innovation as a part of your culture. With that I'll hand it over to Steve.

Thanks, Brian. So as we round out the end of our time here today, we have wonderfully erased the list part so we're on what to do next and we want to really leave you on five key points to remember and if you're following along in the handout you'll see some spaces to kind of take notes if you want. The first is really anyone can do this and that goes with what a lot of people are saying in the chat area. As we saw in all of the examples Brian had shared each one of those was really initiated from various areas within the organizations, within each of the libraries and it wasn't just a Director who said let's do this and be innovative. No, it was actually brought along by different people within the organization, so I have worked with many librarians who say wow that's really great, but-- well if you let your butt get in the way, no pun intended you aren't going to be successful in being creative and innovative quite honestly. Yes, you might have more roadblocks and more challenges if you need to be that change agent that's not at the higher level within the organization, that's fine. You can still do it and I threw up the quote there which many other pep had the same philosophy as and that really is sometimes it is better to beg for forgiveness than ask for permission and I'm not advocating that you go out and do things that are cooperate after it to the rules of your specific State library, your County, whatever your situation is but be innovative. Take those chances because really anyone can be innovative within their own area.

Be intentional is kind of the next point we want to remind you of. Sometimes it takes being planning or being planned innovative so look for those ways that you can actually be innovative in general so maybe it's not going back to your libraire today or tomorrow or whenever and saying that I'm going to be creative today and be innovative today. Maybe it's just saying for 15 minutes tomorrow, from 11-11:15, I'm going to be creative and maybe that means whatever that means to you. Maybe you're looking at the Google 9 and reflecting on some of those areas and seeing how you can we've that into your daily world within your own library. Maybe it's something as simple as taking a different way to work each day. That sounds silly but sometimes we get so in our focus, so in our "rut" by a show of hands with a yes or no in the chat area, how many people have driven to work, you pull into your parking spot or driven home, pull into your driveway and you forget how you got there. [LAUGHTER] because our brains actually will get used to things. I won't go into it here, but from a cognitive perspective, when it comes to learning, we will learn how to do things very quickly. If you think about a language, some people have the ability to dream in a second or third or fourth language. Some people can even speak in English as their primary language which is fine but as we think about the learning cycle, once we get into something that's what cognitive theorists call unconscious competence meaning you don't think about it, it just happens that's a good thing and a bad thing. Sometimes our unconscious competence in the fact that we don't want to change is doing us a detriment so be intentional when it comes to being creative because it may not be something that's natural to you or natural to your culture but you have to plan on it in order for it to take grip.

Try some stuff. I love this graphic because it's the kid and his broccoli. Sometimes things that don't seem good at the time really are good things for you so remember that in relationship to

thinking about innovation and how we can be creative within our own libraries, if you remember the Google 9 they talked about let's not strive for perfection but let's kind of get our ideas out there and really refine as we move along. Try that in your library and we saw and heard that through the chat earlier today.

But once you find something that works, stick with it, keep refining it, make it better and see what happens. Maybe it's a new process or a new procedure that will benefit your patrons at your library. Maybe it's a new way of doing business or a new way of looking at things but find something and try it and once you have it, make it part of your culture to really in fuse that innovation, and last but not least, as a key point to remember, you must do it.

We are all under the gun when it comes to tight resources, fiscal time, human, whatever you define that as and for those organizations and I'm seeing this with my business consultant clients as well, if an organization isn't going to be creative and innovative you aren't going to survive, especially in this day, so while it seems like a cool thing to do and yes it is, I'm very passionate about creativity and innovation but it's something we all need to do, so think about how you can really pull this concept into your library and share it with others within your library to truly create that creative innovative culture to really do what you want to do within your own library.

I'd like to finish off before I turn it back to Brian with this thought and the ideas may be beaten but they may start a winning game and I think that's a really neat way to think about it because take that one step tomorrow, take that one step at 11:00 tomorrow and see what you do because that might just be that first pawn to take the step to really give you that winning game. So turn it back over to Brian to take us home.

As you think about what is that next step, if you could take a look at your participant workbook, within it is an innovation action plan and our hope is you'll consider taking some time at the end of the session today or maybe even this evening when you're feeling in the kind of an open creative mood and really put down some innovative ideas and things that you can turn into action within your library and the goal is to do it today and not let this sit on your desk and really just put a couple of quick notes about what you can do to start fostering a creative innovative environment for your library and with that, I just wanted to ask what questions comments or concerns do you have regarding innovation in your library before we close. So within the chat box if you could put some notes, questions, comments or concerns you have regarding innovation in your library. Many staff have attitudes, yeah. We always do this, yeah.Great. We're actually at the end of our time today so there's a lot of discussion here about whether or not the chat stream will be available to participants and we'll make sure to get those out to folks and I think with that, we just want to thank you for your participation today. Hope you found something in this that was useful and with that, I'm going to sign off, Brian and Steve.

And I just want to say thank you all very much for your time and your nothing virtually and otherwise. Be the change that you want to be because we all have that awesome ability to affect those around us for good or for not so good so use it for good and have a great day.

Thanks, everybody. Thanks Brian and Steve and just to remind you all this will be available as

an archive this afternoon. We will put up the transcript of the chat text as well as the closed captioning and that will be available in a day or so anyway thanks again for attending and we will see you at the next webinar.

[Event Concluded]