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Brenda Hough and
Stephanie Gerding

FOSTERING
INNOVATION
and CREATIVITY

An Infopeople Webinar
September 8, 2016

today:

- barriers
- examples
- techniques
- risk

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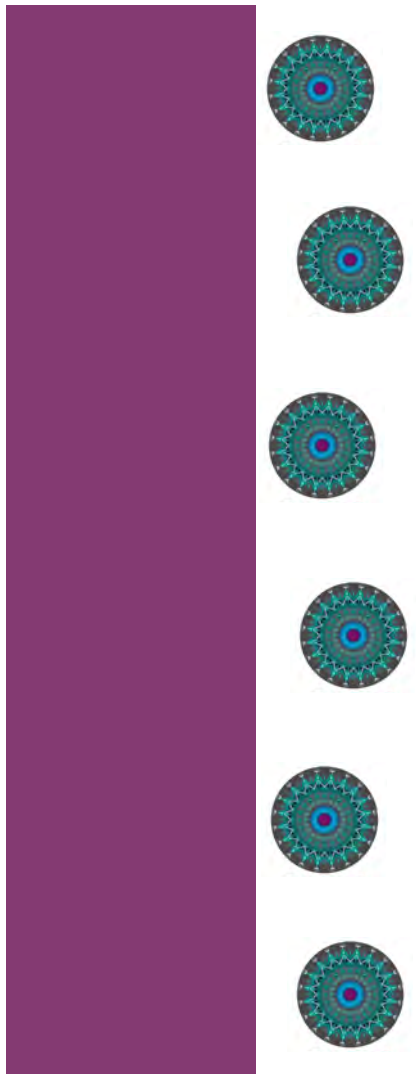
and CREATIVITY



today:

- potential **barriers**
- examples
- techniques
- risk

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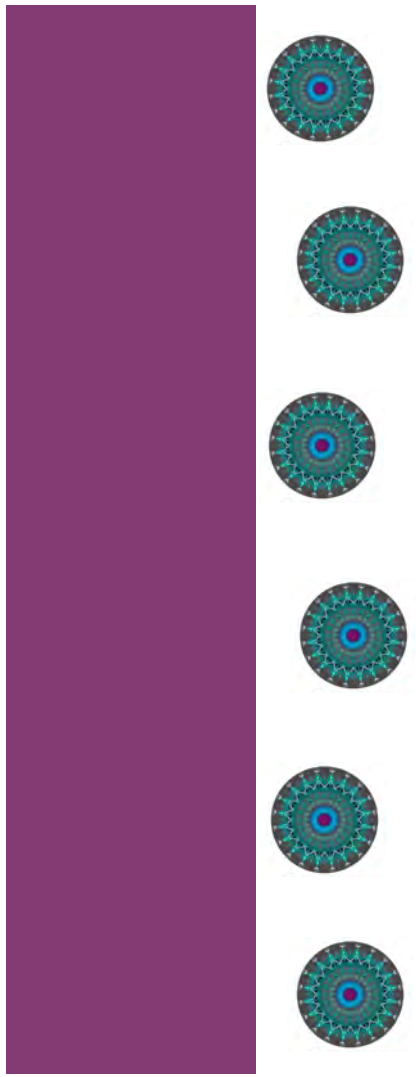

today:

- barriers
- **examples** of innovation
- techniques
- risk

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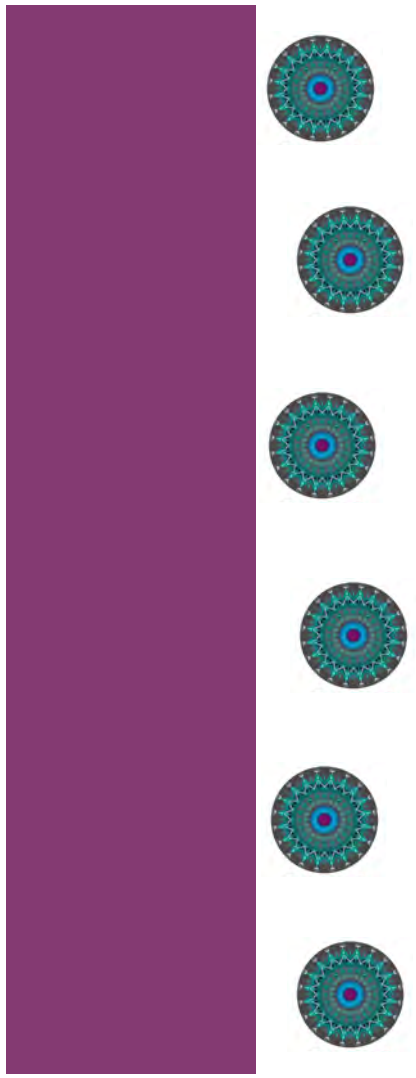

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- innovation **techniques**
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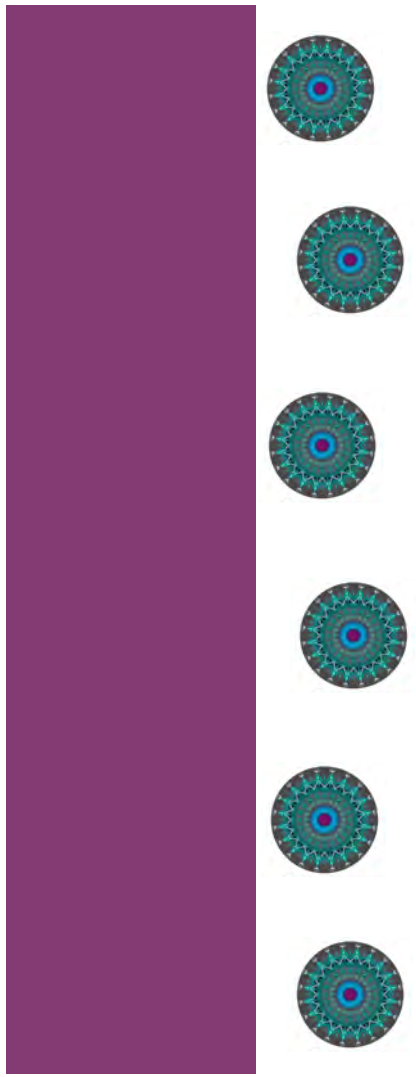

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- examples
- techniques
- balancing **risk**

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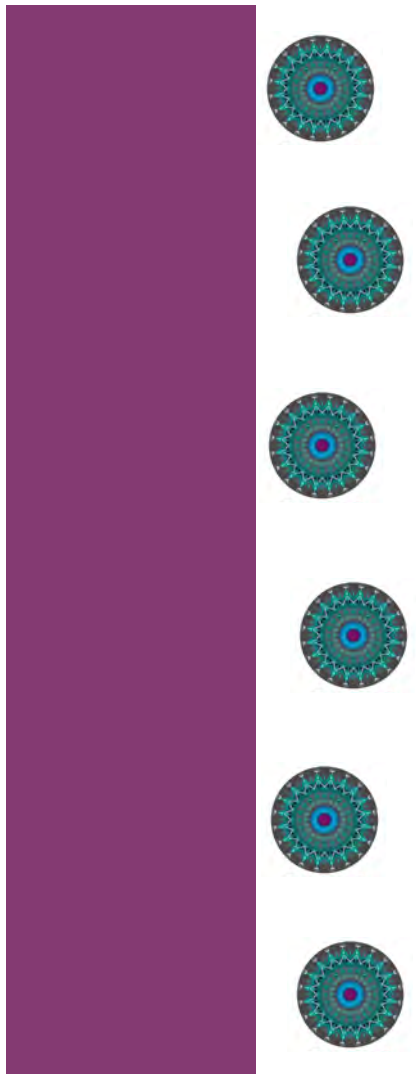

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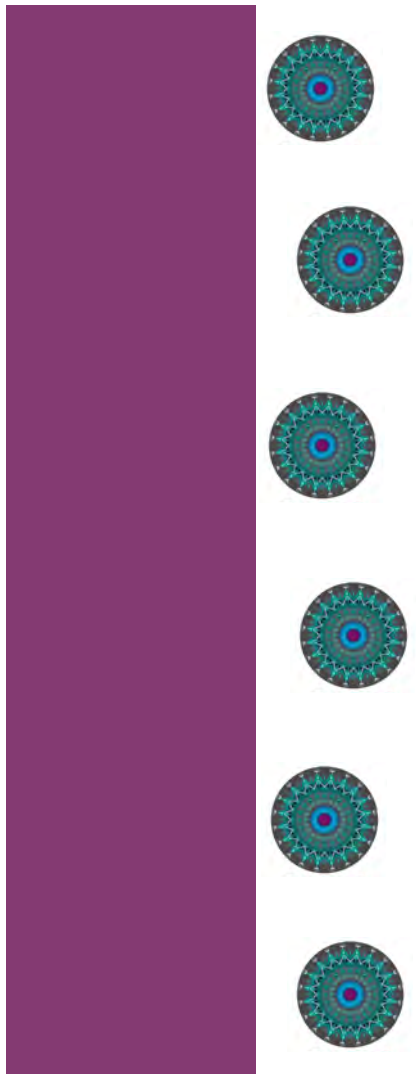


What gets IN THE WAY of innovation?

*I just don't have **time** to innovate.*

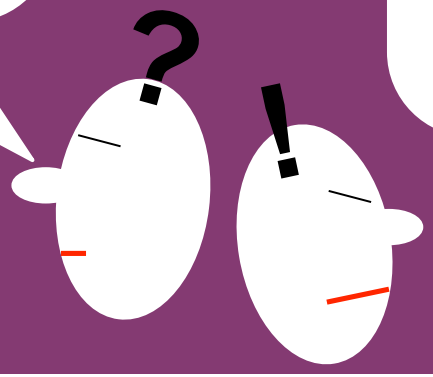
*We don't have the **money** to innovate.*

What gets IN THE WAY of innovation?

What gets IN THE WAY of innovation?

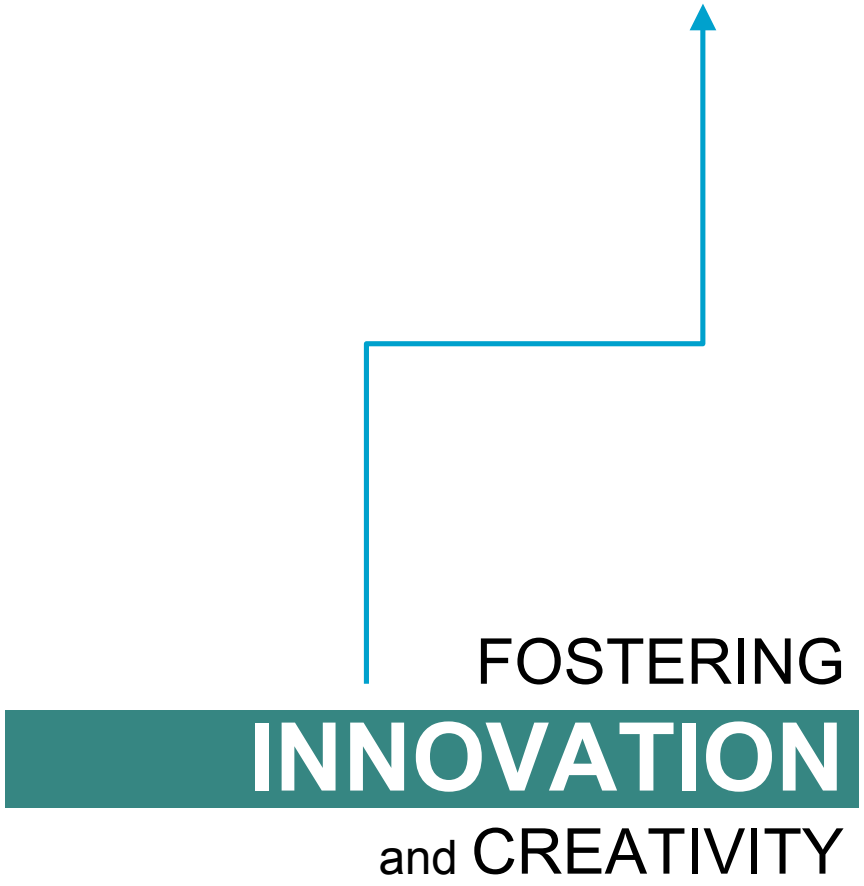
What gets IN THE WAY of innovation?

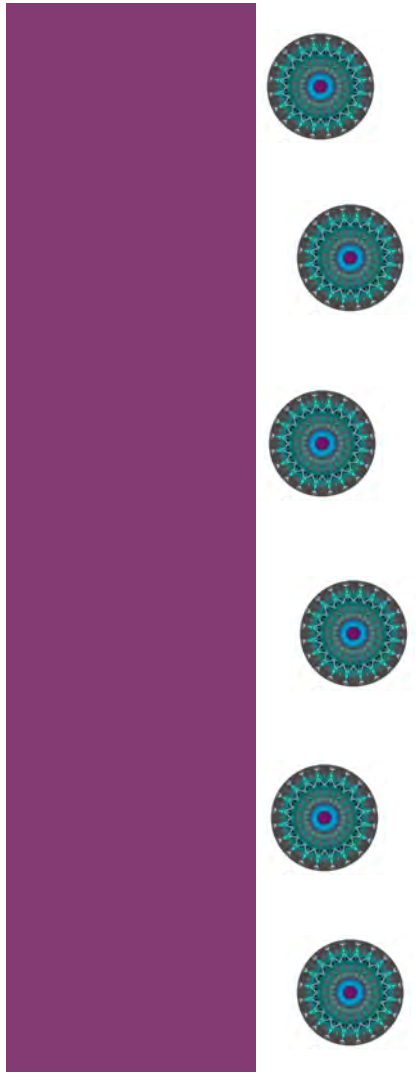
I don't know what kind of innovation libraries need.



The way we do things today is OK/fine/good enough.

What *is* innovation?





What *is* innovation?

Noun.
in·no·va·tion \ˌi-nə-ˈvā-shən\

The act or process of introducing new ideas, devices, or methods.

Source: Merriam-Webster

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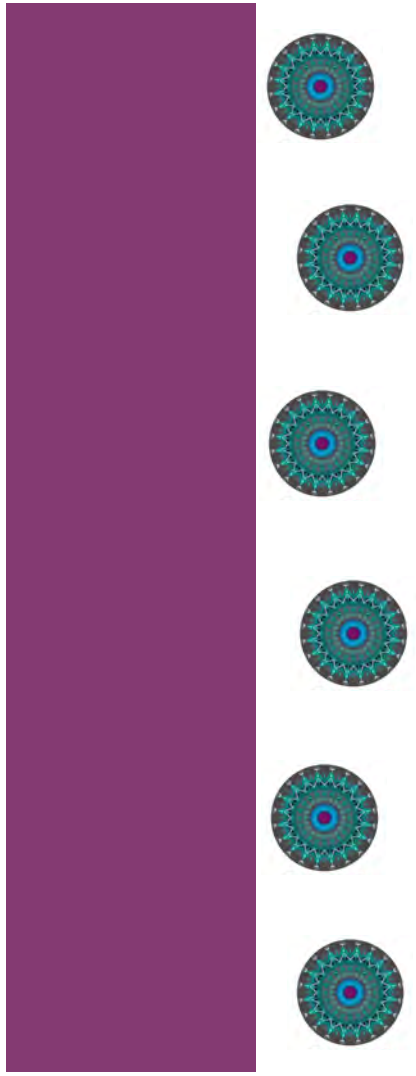
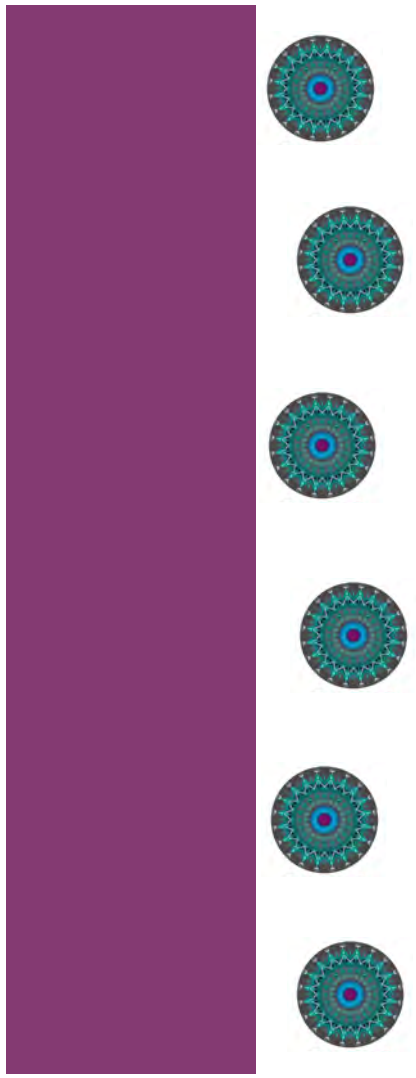


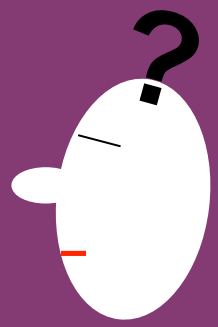
"**Creativity** is thinking up new things. **Innovation** is doing new things."

Theodore Levitt



What does innovation in libraries look like?

I don't know what kind of innovation libraries need.



Libraries…

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

Libraries…

New

- services
- collections
- facilities
- programming

Remodeled

- technologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

Libraries…

New

- services
- collections
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Remodeled

- technologies
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Redefined

- roles/types of library staff
- outreach

…to better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]nologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Library now offers seeds for ‘checkout’..”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]nologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Library users can now checkout a bike”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]
- [illegible]technologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Airport libraries cater to readers on the go”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]
- [illegible]technologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Pop-up library appears throughout community”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]nologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Bookmobile delivers computers and wifi”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- pro… …g
- technologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

…to better meet the needs of your community

"Library used its 3d printer to make a prosthetic hand for girl"

Libraries…

New

- services
- collections
- facilities
- pro… g
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

Re…

Redefined

“Library social worker connects homeless with meals”

…nto better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- [illegible]
- [illegible]nologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

“Library nurses look after those in need.”

[illegible] better meet the needs of your community

Libraries…

New

- services
- collections
- facilities
- programming

Remodeled

- technologies
- instruction
- collaborations

Redefined

- roles/types of library staff
- outreach

What recent **examples** of library innovation can you think of? Please **share** in the chat.

better
the
needs of
your
community

Why do we need to innovate?

“As a leader you may have specific goals about where you are going, but you also should be **open to new possibilities**. Why? Because we need **new answers for our changing world**. Let's face it, our world today is different from what it was 50, 20, and even 10 years ago. Our technology, culture, economics, and community life are significantly different than they used to be. And the changes are only accelerating.

Those changes present new challenges and often demand new solutions. If we know something that has worked before is likely to work again, we don't have to reinvent the wheel. But in order to find workable solutions to some new problems, we need to be open to possibilities that might not have been tried before.

Marya Axner The Community Tool Box, Kansas University

“Expanding access to education, learning opportunities and social connections for all is one of the great challenges of our time. It is a challenge make more urgent by the rapid transition from old industrial and service-based economic models to a new economy in which **knowledge** and **creativity** are the drivers of productivity and economic growth, and information, technology and learning are central to economic performance and prosperity. It is not only the economy but all of society that is being reshaped by these trends.

Amid these changes, there are **divides** in wealth, digital inclusion and participation that threaten to widen if we as a nation do not commit to new thinking and aggressive action to provide these opportunities for all. This is **a time of great opportunity** for communities, institutions and individuals who are willing to champion **new thinking** and nurture new relationships.

Rising to the Challenge **The Aspen Institute**

Where you ARE → **Where you WANT and NEED to be**

how do you get from where you **are** to where you **want** and **need** to be?

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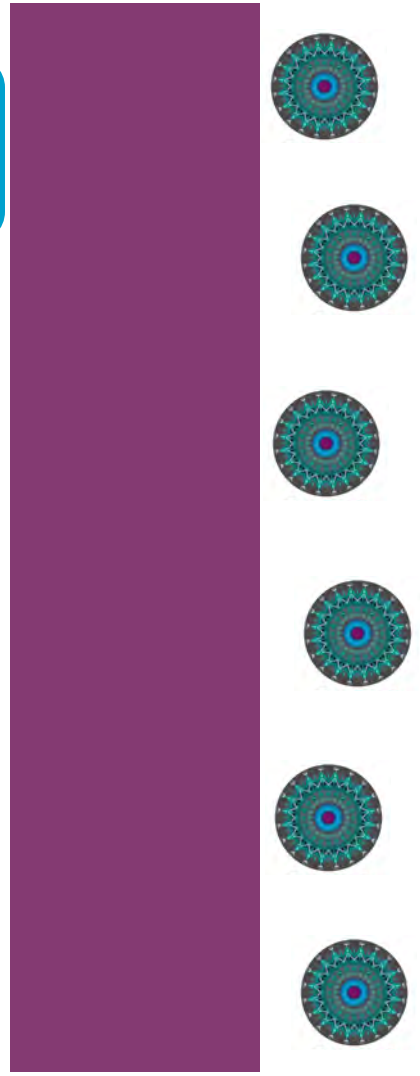

10 WAYS TO FOSTER A CULTURE OF INNOVATION:

1. Include innovation in **planning** documents.
2. **Hire** people who are innovators.
3. Include innovation goals and actions in new employee **orientation**.
4. Include innovation goals and actions in performance **evaluations**.
5. Provide creativity and innovation **training**.
6. Invest in **hands-on learning**.
7. Find ways to support **collaboration**.
8. Engage in ongoing **conversations** with library users and others.
9. Encourage **play**, **experimentation**, and **risk taking**.
10. Encourage and **capture** innovative ideas.

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Where you ARE → Where you WANT and NEED to be

Strategy and Planning

(**essential** for innovation)

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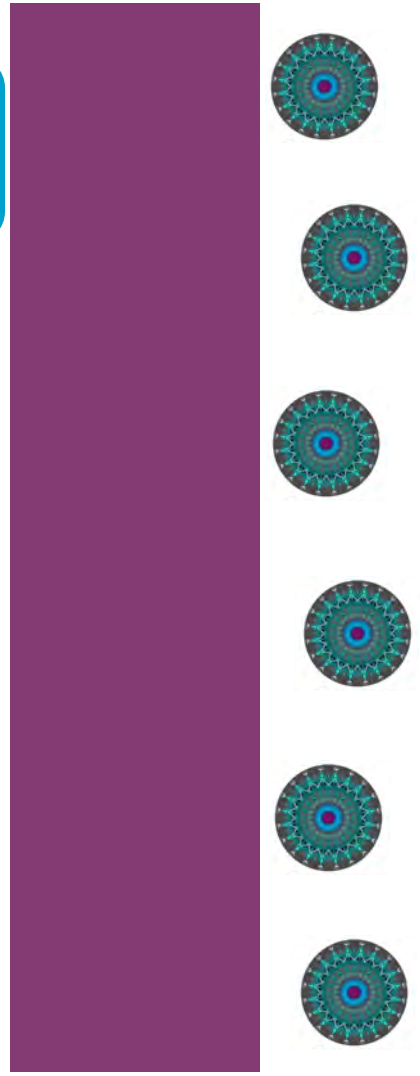

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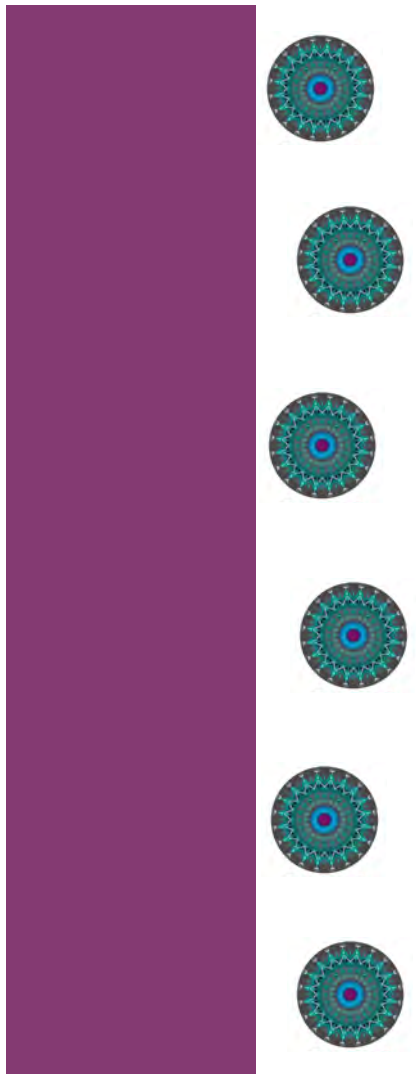

practicing innovation:

- inspiration
- ideation
- iteration

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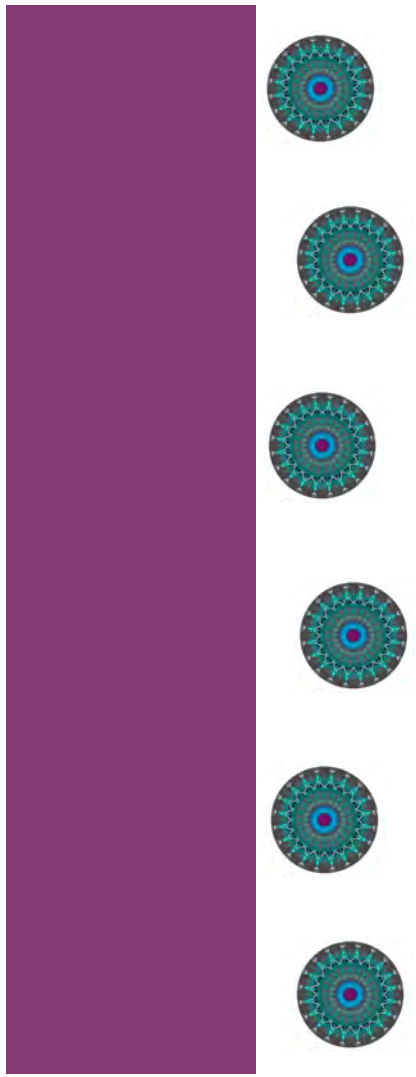

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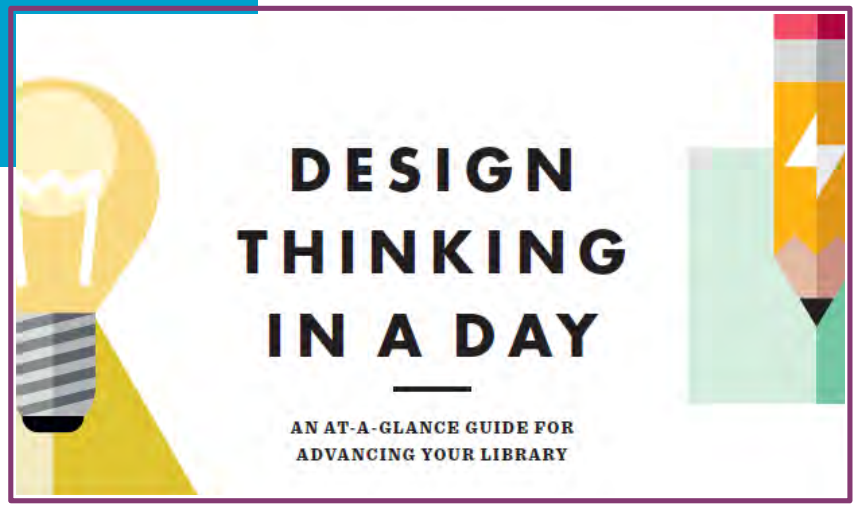


designthinkingforlibraries.com

i. inspiration

Start with a clear challenge or need or purpose.

i. inspiration

Start with a clear challenge or need or purpose.

USER GROUP + USER NEED/PROBLEM

i. inspiration

Start with a clear challenge or need or purpose.

older adults in our town + social isolation

USER GROUP + USER NEED/PROBLEM

i. inspiration

Start with a clear challenge or need or purpose.

explore and learn about the challenge

i. inspiration

Start with a clear challenge or need or purpose.

older adults in our town + social isolation

USER GROUP + USER NEED/PROBLEM

i. inspiration

Start with a clear challenge or need or purpose.

older adults in our town + social isolation

USER GROUP + USER NEED/PROBLEM

listen

observe

explore

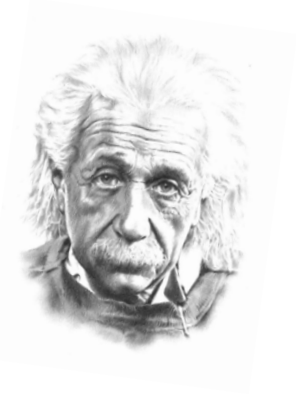
learn

interview

When Albert Einstein was asked,

“Given one hour to solve a problem, how would you approach it?”

He replied, **“Spend 55 minutes understanding the question, then 5 minutes finding the answer.”**



ii. ideation

brainstorm

select an idea

create a prototype

ii. ideation

brainstorm "How might we…?"

select an idea

create a prototype

“Really great ideas are very rare and very valuable. More ideas increase chances of getting a good one. Volume matters.”

Source: Adobe Kickbox Workshop Guide. Kickbox.adobe.com

successful brainstorms:

pay attention to:

- the time of day
- the location
- the tools
- reflection time
- time limits
- the “rules”

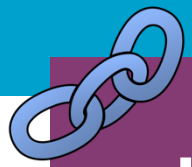
“rules”:

- defer judgment
- encourage wild ideas
- build on ideas of others (“yes and…”)
- stay focused
- one voice at a time
- be visual
- go for quantity

Source: Design Thinking in a Day

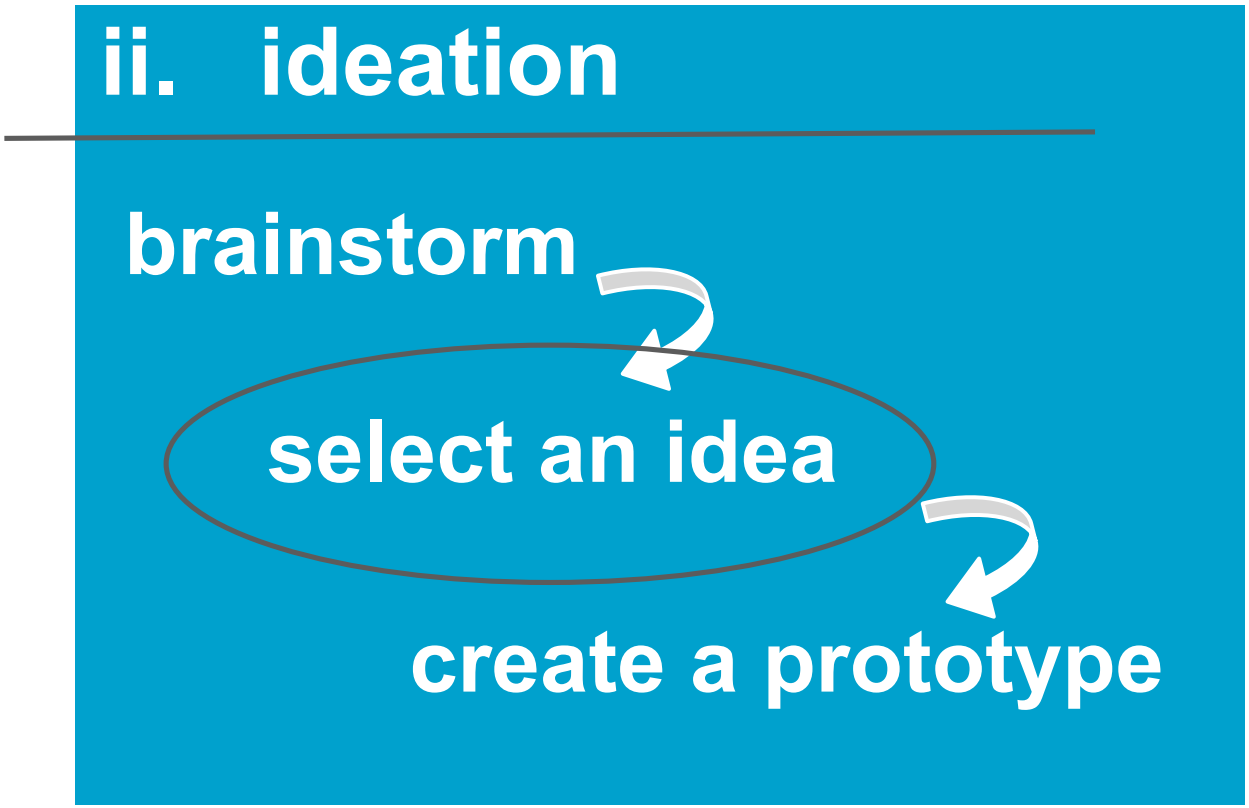
idea generation exercises:

leaves technique



idea chain

brain walking
brain writing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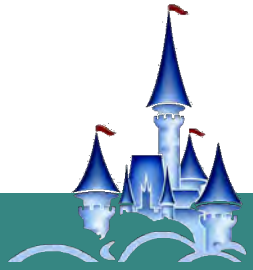
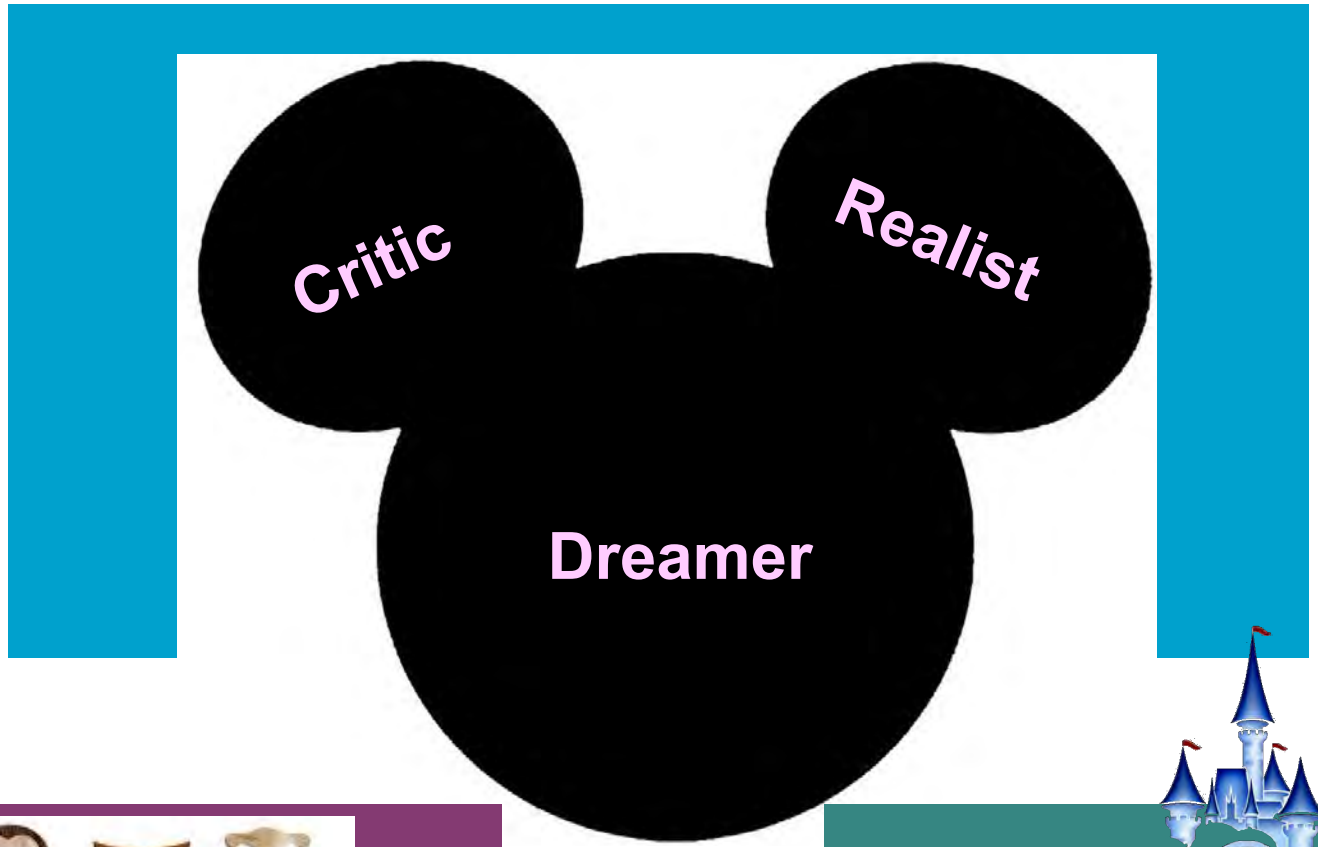
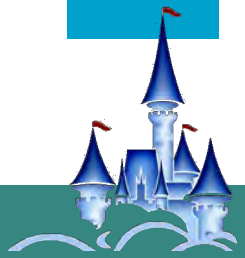


Disney method





Disney method

ii. ideation

brainstorm

select an idea

create a prototype

prototypes

bring your idea to life!

get the idea out of your head and into the world

prototypes

bring your idea to life!

get the idea out of your head and into the world

a model

a role play

an advertisement

practicing innovation:

- inspiration
- ideation
- iteration

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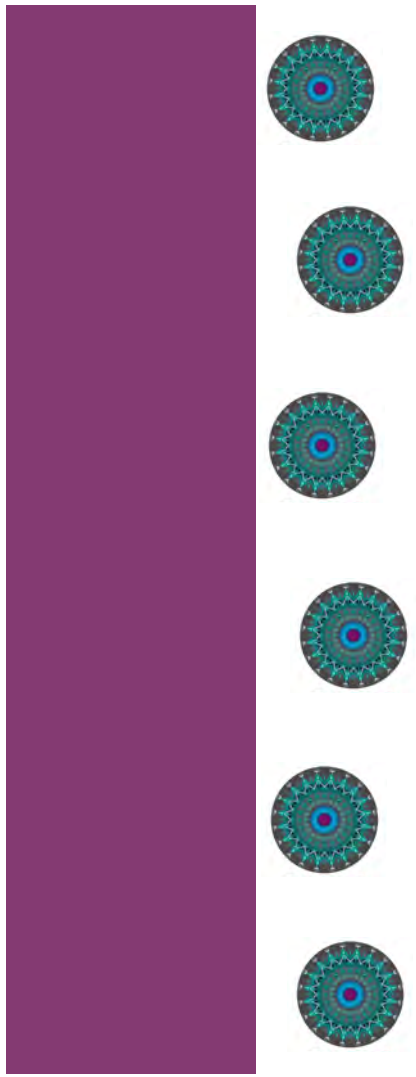

iii. iteration

put your prototype in front of your users and get **feedback**

Source: Design Thinking in a Day

potential questions to ask:

- What excites you about this idea and why?
- If you could change one thing about this prototype, what would it be?
- What else would you like to improve about this idea?
- What do you NOT like about this idea?
- What do you need to hear or learn more about in order to understand this idea?

"Go ahead and **make mistakes**. That is an essential step in the process of creativity. The more things you try, the more likely you will eventually hit upon something that works."

Marya Axner The Community Tool Box Kansas University

Assessing RISK

crisis avoidance tool

potential risk:

Kindergarten Readiness Program has low enrollment

Risk	Probability of Occurrence (%)	Possible Actions	Costs
< 12 Children	80%	• Start with larger group • Awards: Free book; food • Baby Storytime • **Outside of library**	+$100 +$720 +$480 +$300

review:

- foster the culture
- practice the techniques (identify a need/problem, explore the problem, ideate and iterate)
- assess risks

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what next?

- what **actions** will you take in the next 3 months to foster a culture of innovation?
- with whom will you **share** resources and ideas from today?

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Additional Resources

- This webinar includes material from the Nexus Leadership Curriculum, *Fostering Innovation and Creativity,* made possible in part by the Institute of Museum and Library Services [AWARD NUMBER: RE-00-14-0095-14], and made available through Educopia under a Creative Commons Attribution 4.0 International license (CC BY 4.0). educopia.org/research/grants/nexus-lab-leading-across-boundaries
- *Discovering and Creating Possibilities.* The Community Tool Box, University of Kansas. ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/discover-possibilites/main
- Design Thinking for Libraries, "Design Thinking in a Day" (the At-a-Glance Guide) - designthinkingforlibraries.com
- Design Kit by IDEO – for case studies and design-thinking methods - www.designkit.org
- Adobe Kickbox Innovation toolkit & free workshop - kickbox.adobe.com/workshop/kickbox
- *How Conservative Organizations Can Innovate Successfully* by the Center for Creative Leadership - insights.ccl.org/articles/leading-effectively-articles/how-conservative-organizations-can-innovate-successfully/
- *Stop Winging It: How Innovation Works and How to Lead It* by the Center for Creative Leadership - insights.ccl.org/articles/leading-effectively-articles/stop-winging-it-how-innovation-works-and-how-to-lead-it/
- *How to Lead Better Brainstorming Sessions* - hbr.org/2009/05/how-to-lead-better-brainstormi&cm_sp=Article-_-Links-_-End%20of%20Page%20Recirculation
- *Innovation Spaces.* The Harwood Institute, as part of Libraries Transforming Communities. In partnership with PLA. ala.org/transforminglibraries/sites/ala.org.transforminglibraries/files/content/Innovation%20Spaces.pdf
- The Aspen Institute's report *Rising to the Challenge: Re-Envisioning Public Libraries* and *Action Guide for Re-Envisioning Your Public Library* - www.libraryvision.org

What other resources have you found helpful?

Thank You!

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Stephanie Gerding stephaniegerding@gmail.com