BE BOLD. THINK BIG.

True sustainable change takes bravery.
Explore the many possibilities and eliminate the poverty mentality in your work.

CORE PRINCIPLES:

- You are not limited by the four walls of your library.
- You are not limited by what a library has traditionally been.
- Be brave and bold.
- Ask yourself "Why not?"

LESSONS LEARNED:

- Create a culture of "yes."
- Risks are essential to progress.
- Bring in fresh eyes.
- Focus on the future.
- Be ok with failure.
- Acknowledge that risk is scary for some.

FURTHER READING:

"7 Ways Leaders Foster Innovation." Forbes, 2013.
<http://www.forbes.com/sites/kevincashman/2013/08/21/7-ways-leaders-can-foster-innovation/>
"The Innovators DNA." Harvard Business Review, 2009.
<https://hbr.org/2009/12/the-innovators-dna>
"A Library Inside Out." Distinction Magazine, 2015.
<http://distinctionhr.com/2015/05/suffolk-library/>
"Tales of Creativity and Play." Ted Talk, 2008.
<https://www.ted.com/talks/tim_brown_on_creativity_and_play>

RULES ARE MADE TO BE BROKEN.

Rules should be guidelines. Policies should establish certain principles but provide enough flexibility to address the wide array of situations we face in the library.

CORE PRINCIPLES:

Create policies that are -

- Customer-focused
- Effective & efficient
- Serving the majority
- What's the worst that could happen?

LESSONS LEARNED:

- Document your process.
- Empower staff to make judgement calls.
- Incorporate inclusive decision-making.
- There will be pushback. Staff like rules!
- Old habits die hard.

FURTHER READING:

"Fines & Overdues." ALA Professional Resources.
<http://www.ala.org/tools/atoz/fines-and-overdues>
"Keeping Your Library Safe: Black Belt Librarians." Infopeople Webinar, 2013.
<https://infopeople.org/civicrm/event/info?reset=1&id=81>
"Suffolk Public Library Circulation Policy"
<http://www.suffolkpubliclibrary.com/files/4314/7326/6944/Circulation_Policy_2016.pdf>
"Suffolk Public Library Code of Conduct"
<http://www.suffolkpubliclibrary.com/files/5514/6850/3715/Code_of_Conduct_updated_7.12.16.pdf>

CHANGE IS A CONSTANT.

Good change management is essential, and building commitment from staff and community is important to the success of any change.

CORE PRINCIPLES:

Steps of Building Commitment to Change -

- Awareness – inform & provide rationale
- Understanding –deal with fear
- Acceptance – Engage & involve
- Commitment – Provide learning & practice
- Action – Implement & evaluate

LESSONS LEARNED:

- Communicate early & often.
- Be inclusive.
- Do pluses & deltas.
- Focus on the future.
- You aren't responsible for staff happiness.
- Someone will always claim they didn't know what was going on.
- Be willing to make tough decisions.
- Don't ask for input on something you're not willing to change.

FURTHER READING:

"Accelerate!" Harvard Business Review, 2012.
<https://hbr.org/2012/11/accelerate>
"Change & Adaptability." Webjunction Resources.
<https://www.webjunction.org/explore-topics/change-adaptability.html>
"Managing Change Logically, Imaginatively, and Actively." Public Libraries, 2012.
<http://publiclibrariesonline.org/2012/11/harnessing-change/>

PEOPLE FIRST.

Invest in people as a valuable resource in your library.

CORE PRINCIPLES:

- Hire the right person.
- Train them right.
- Focus on whole-person development.
- Set high expectations.
- Focus on the 80%.
- Celebrate staff and build a team.

LESSONS LEARNED:

- Tap in to your untapped staff talent pool.
- Help grow careers.
- Don't leave your veteran staff behind.
- Focus on the positive people.
- Know you'll never make everyone happy.
- Be picky with recruitment.

FURTHER READING:

"How to Give Negative Feedback When Your Organization is Nice." Harvard Business Review, 2016.
<https://hbr.org/2016/03/how-to-give-negative-feedback-when-your-organization-is-nice>
"Self-Directed Achievement: If You Give Library Staff an Hour." Webjunction Webinar, 2013.
<https://www.webjunction.org/events/webjunction/Self_Directed_Achievement.html>
"What Reality Based Management Looks Like." US News & World Report, 2008.
<http://money.usnews.com/money/blogs/outside-voices-careers/2008/09/08/what-reality-based-management-looks-like>