

Dialogue with Directors Discussion Group: January 23, 2017

35 attendees

HR/Employee Reorganization

- Matrix: branch manager & coordinator of roles (i.e. children) across branches (multi-reporting lines)
 - Managers and coordinators must be on the same page (design vs implementation)
 - Challenge: Each manager feels they are the most important part of the organization
 - Establish clear performance review
 - Who does it?
 - If both, what does each person speak to?
- Recommended reading: Daniel Pink – Drive: The Surprising Truth About What Motivates Us

Going Flatter; Staff Embracing Change; Resistance

- Recommended reading: John Cotter – Accelerate: Building Strategic Agility for a Faster-Moving World
- Efficiency, maximize efforts/skills
- Improvements in communication
- Cross-trained, break barriers
- Key question: Where are specialists needed over a team?
- Tie changes to the larger organizational goals (university, city, county, etc.), not just the library

Learning New Culture

- Invest time in being present with everyone; even frontline staff
 - Confirm knowing their jobs
- Interview everyone, ask questions
- “Harvard Model”: Inspiration, overcoming barriers
- Learn context to outside professional day; Who are they?
 - If interested, they will take ownership.
- Middle managers can be biggest obstacle because considered “gate keepers”
- Defined employee orientation, including cultural expectations
- Task forces to overcome silos/barriers
 - Clearly defined objectives
 - Open communication channels (blog, wiki, email group, call for participation, etc.)
 - Not controlled by managers
- Director meeting once a week with staff and no supervisors present
- Staff development day
- Director comfortable talking about themselves to personalize the early interactions

- Mutually agreed to cultural norms: communication style, vision, and goals
- Cultural shifts to be discussed during strategic planning
- Challenge: sour, poison the well, toxic people
 - Build walls around them
 - Move them along
 - What do they love?
 - What needs to be done that they can do quietly
- Find your cheerleaders and thought leaders

Academic Library & Community Involvement

- Telling success stories from faculty or students
 - Faculty Senate
 - Targeted story telling: Need faculty that...
 - Student Videos
 - Gregory Walton (psychology): students telling stories can also improve their successes
- Ask staff
- Proactive activities: leading to natural storytelling
- Student organizations

Social Media – Balancing Professional & Personal

- We want users to feel respected, no matter opinion
- Give choices of alternative actions
- What is context?
- Balancing user expectations and staff beliefs
- Displaying beliefs through buttons or safety pins
 - Be careful: Safety pins meant to display openness but also some feel anti-Trump
- Balancing safe spaces with “forcing it too much”
- Avoiding opposing personal values through organizational or professional actions
 - Point to organizational policies or professional standards
- Supervisors/organizations do not want to be blindsided
- Think and consider unintended consequences
- Safety concerns if people overreact
- Handle each situationally and unique to each person