

Conference Wifi

Network:
Hilton_Meeting

Password:
olawla2k19

Choose a
seat with
paperwork
or next to a
seat with
paperwork!

No More Silos:
Implementing
Self-Management to Fully
Empower Staff



Hello!



**We are Stephanie Chase
and Hillary Ostlund**

Director and Manager, Cultivate at the
Hillsboro (OR) Public Library

You can find us at @acornsandnuts
& @libraryhillary

Considering
our current
service
models



If your library was
organized to support
how customers use
it, what would your
org chart look like?



service inside the library
when they use a facility

virtual services

we know people access us this way but there's no coordination

programs/events

people want to learn

activities spontaneous fun-games

Market hierarchy
service outside the library

when they want to use us anywhere else

help/care/thoughtfulness

books/collection

3 million circs a year can't be wrong

space tools people materials

explore create connect play

books classes past-present-future service

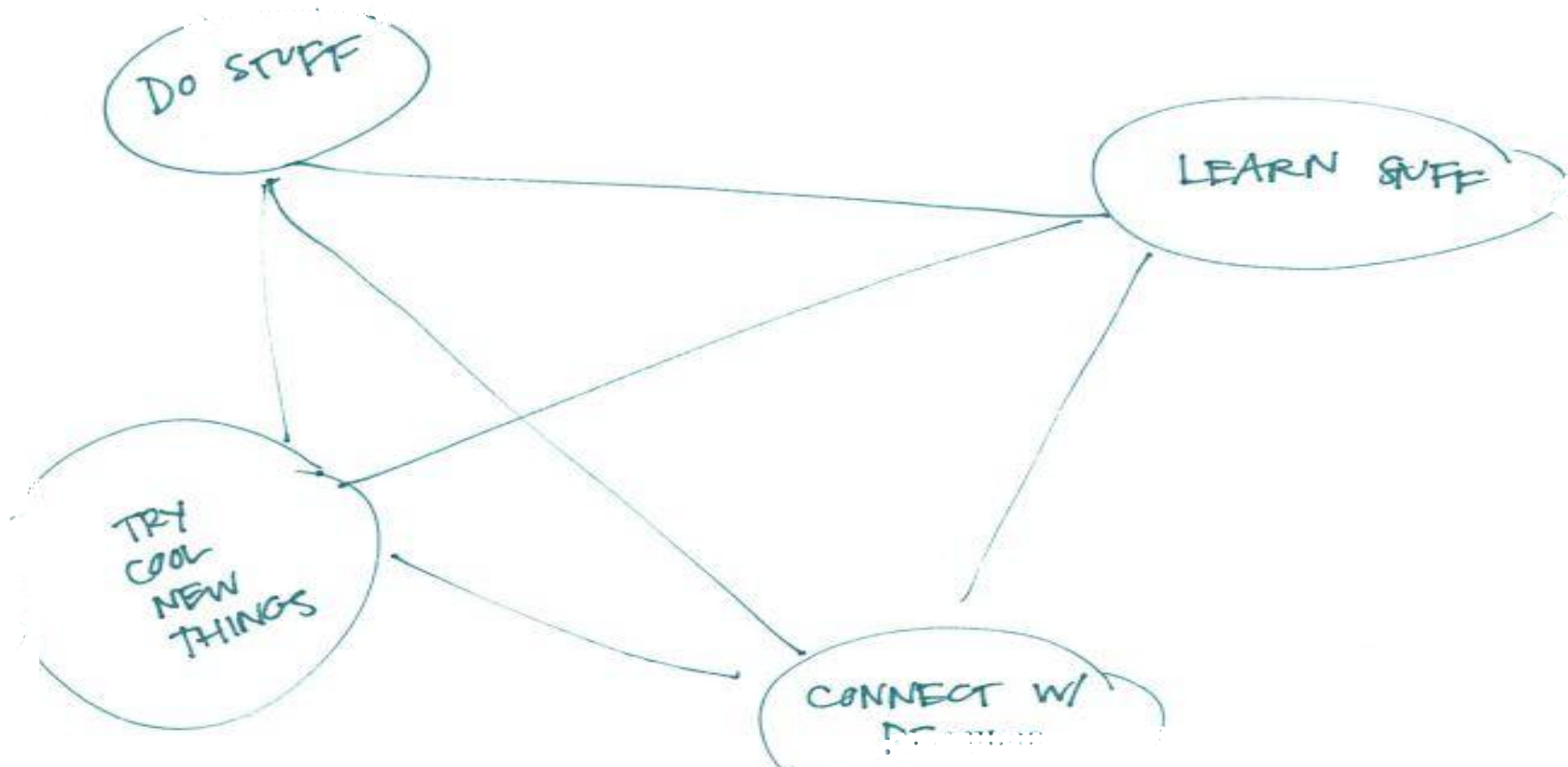
partnerships
people want to do stuff with us

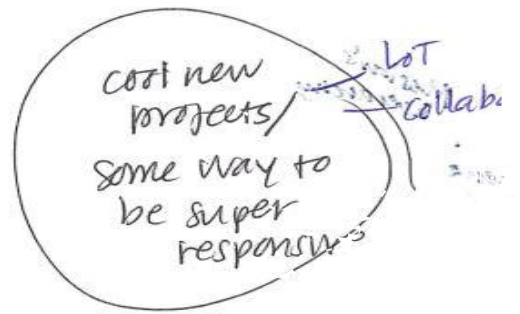
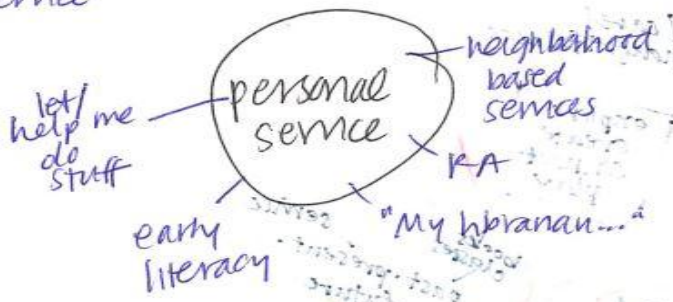
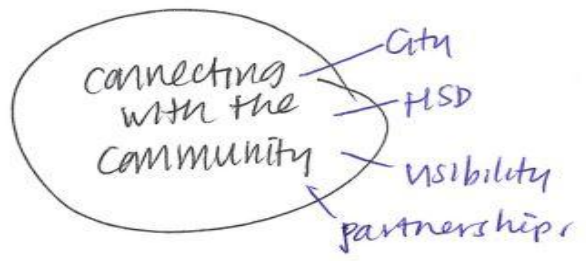
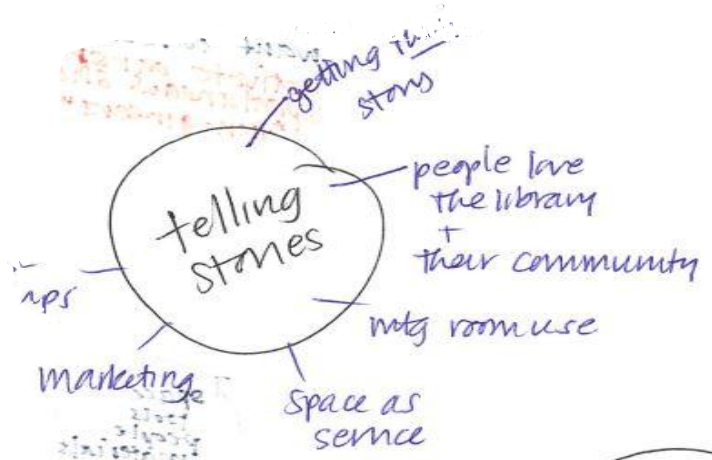
community

loyalty/member

support group

same location
connection/relationship
Partnerships







“We are all confronted with the fact that the scale and bureaucracy that once made our organizations strong **are liabilities** in this era of constant change... **We are being asked to invent the future, but to do so inside a culture of work that is deeply broken**”

--Brave New Work

About Hillsboro



Our Culture: Learning and Caring

- × **Strengths-based** organization isn't new -- but watching it in use is glorious
- × **Separate** the organization of the **work** from the organization of the **people**
- × **Holacracy** is really formal
- × **Persistence** is key (and so is hiring and recruitment)
- × Create a **culture of freedom and responsibility**

Our Quadrants

Quadrants are the expression of the experiences we want patrons to have when interacting with the library

Connect
Cultivate
Explore
Innovate



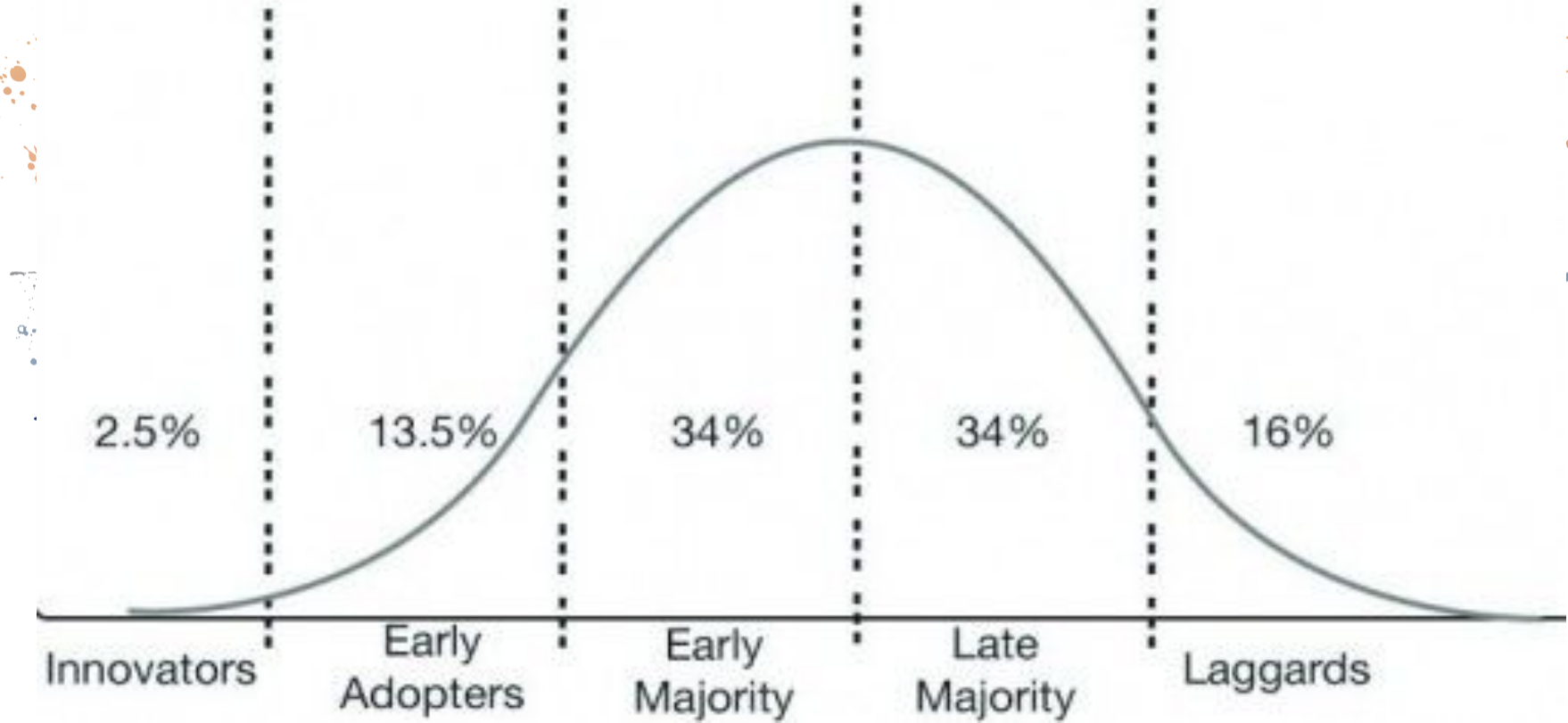
Our Process: Embrace the Evolution

- × This takes ultimate **courage** and a **common purpose**.
- × **Let go** of perfectionist tendencies (still **aim high**).
- × **Communicate** more than you even hear you should from all the *HBR* tips you read.
- × **Celebrate** achievements and **recognize** the “little things”.
- × Accept that **people will struggle** and be prepared to offer resources and options (within reason).

Team & work circle structure

Work Circles	Task Forces	Project Teams	Staff Led Teams	Rapid Improvement Teams	Independent/Individual Work
Our daily work ensures the operations of the library continue and meet the needs of the user. Everything is of equal weight and all work requires succession planning.	These teams are based on the Strategic Plan priorities as set by the Library Board.	Proposed by staff and approved by LLT to meet Strategic Plan goals or respond to community need.	Teams are formed to meet an identified staff or patron need. Must be approved by LLT. These teams have a dedicated budget to accomplish goals. Each quadrant can have one team.	Teams are formed to address an immediate need. They have clear expectations, guidelines, and outcomes. The work is limited only by capacity of members and duration of team.	Duties, tasks, and areas of influence or responsibility that do not require a group or team to complete. <i>All staff have work they are expected to complete independently, and which may be assigned by a supervisor, area coordinator, or project team (with approval).</i>
Continuous	Continuous	6 months or less	Ongoing, but can be ended if overall goals are met or change, except for City mandated teams.	2 weeks - 3 months	Continuous
Flexible; should be infrequent in person but may be frequent via Slack.	4 times per year	4-6 times during team duration	Every other month	2 - 6 times depending on duration of team	Daily
All staff	Open to all regularly scheduled staff. Team work must be available at appropriate classification level for staff to participate. <i>Chair of Task Force must coordinate reports to the Board.</i>	Open to all regularly scheduled staff. Team work must be available at appropriate classification level for staff to participate. <i>Chair of team must coordinate annual presentation to the Board.</i>	Open to all regularly scheduled staff. Team work must be available at appropriate classification level for staff to participate. Team members must be dedicated to professional development. <i>Chair of team must coordinate annual presentation to the Board.</i>	Open to all regularly scheduled staff. Team work must be available at appropriate classification level for staff to participate.	All staff

A few
thoughts on
change
management



Percentage

2.5%

13.5%

34%

34%

16%

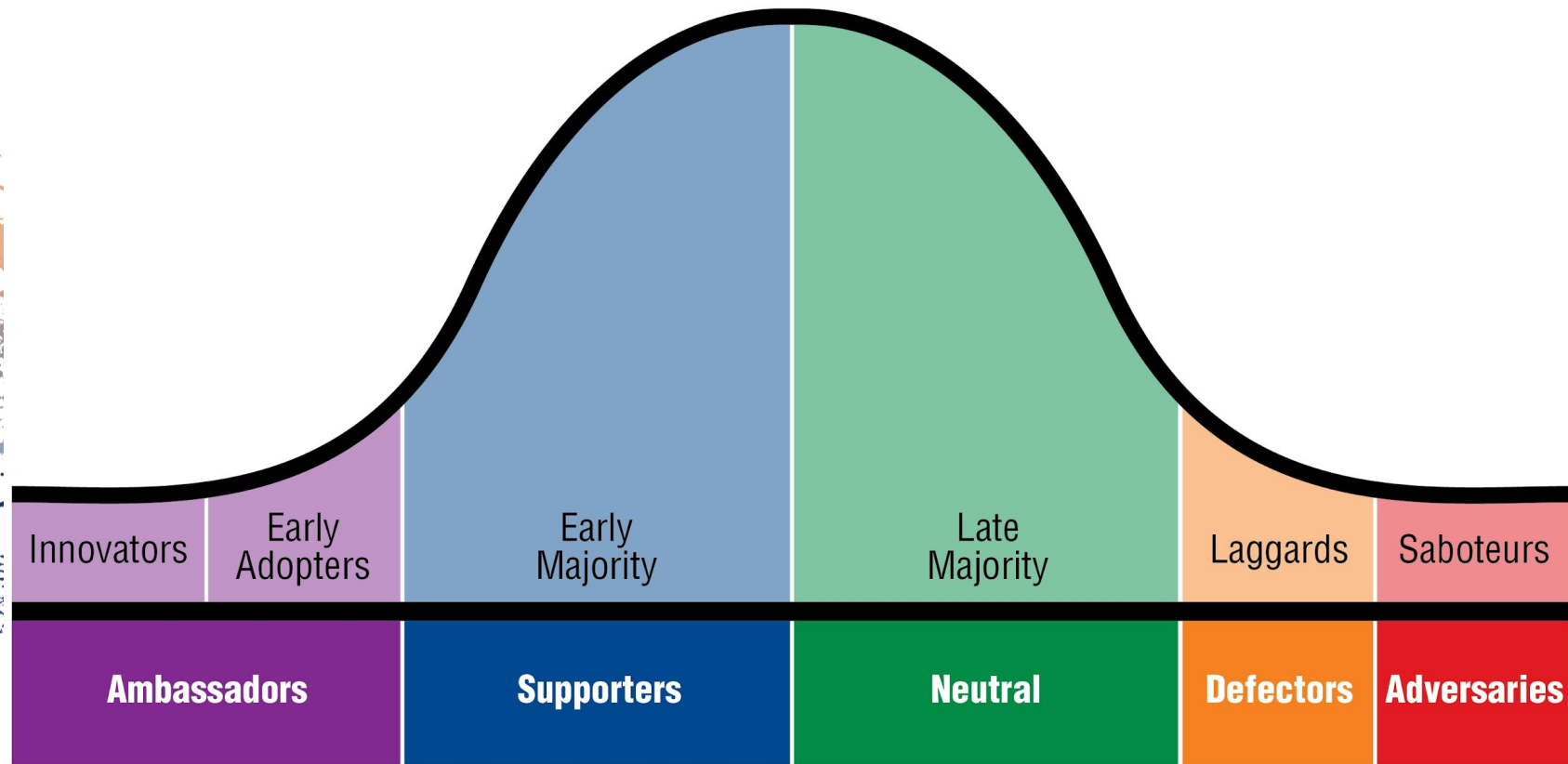
Innovators

Early Adopters

Early Majority

Late Majority

Laggards



How would you
organize your own
work?



Daily Work Circles

Name Rinna

Supervisor Laurie K.

List of five things you do that impact patrons

1. story time
2. teen programs
3. orbiting/public service
4. social media
5. readers advisory

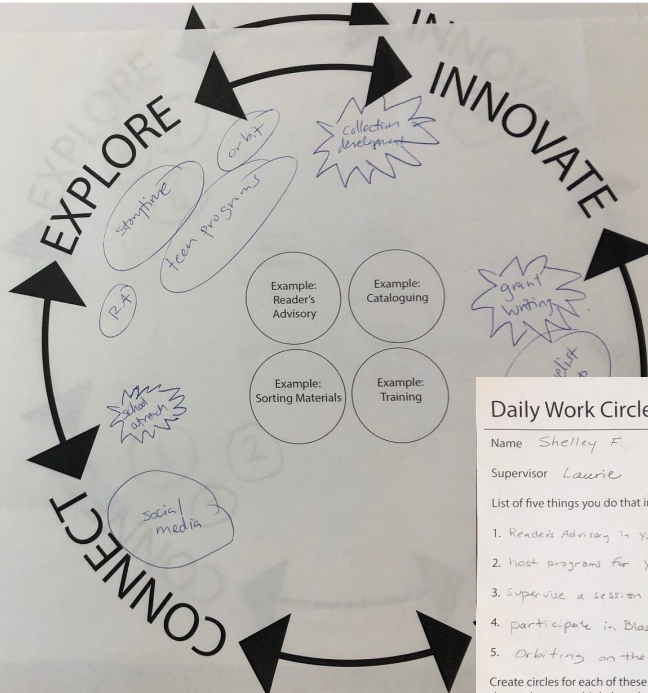
↳ Readers Advisory/MedLit group
Create circles for each of these five things, and place them where you think they should go. Add circles as needed.

List three things you might like to do (must be possible in your classification):

1. school outreach
2. collection development
3. grant writing

Add to circles.

List questions or things that are unclear.



Daily Work Circles

Name Shelley F.

Supervisor Laurie

List of five things you do that impact patrons

1. Readers Advisory in YS & Orbiting
2. host programs for youth
3. supervise a session for play n learn
4. participate in Blast
5. Orbiting on the floor

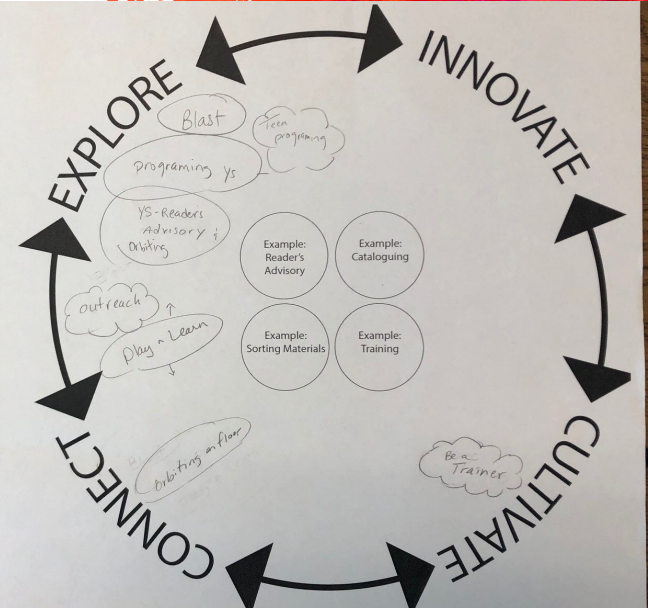
Create circles for each of these five things, and place them where you think they should go. Add circles as needed.

List three things you might like to do (must be possible in your classification):

1. more outreach
2. Do more training
3. Teen programming

Add to circles.

List questions or things that are unclear.



How could your
organizational
structure be more
customer or
user-focused?



Thank You!

Any questions?

Look for our articles in May issue of **Public Libraries** and the next **OLA Quarterly** about our service models and how we made technical services work for everyone.

You can find us at:

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