

Harnessing Staff Ideas and Innovation

October 25, 2016 9:45 – 11:00

WALE Conference, Lake Chelan



Harnessing Staff Ideas and Innovation

- Why
- How
- Example – CSI Kitsap!
- What's next



Logistics

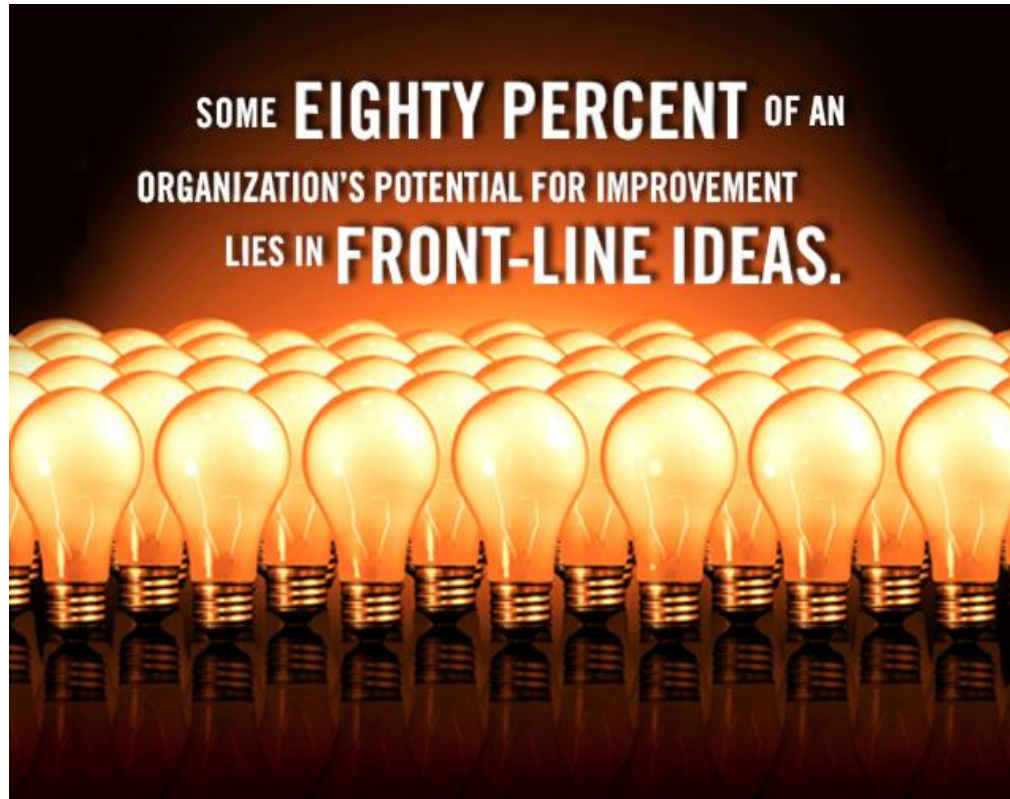
- 9:45 – 11:00 - DIY breaks
- Participate
- Time for discussion
 - Does your library have a way to capture ideas?
 - How do you do this at your workplace?
 - What might work at your workplace?
 - Share experiences, current or past workplace

Why bother?

Why bother?

- Know-how and ideas
- Tap into expertise
- Power of people at the front line of an organization actively identifying and solving problems
- Encourage the free flow of ideas
- Morale

Why bother?

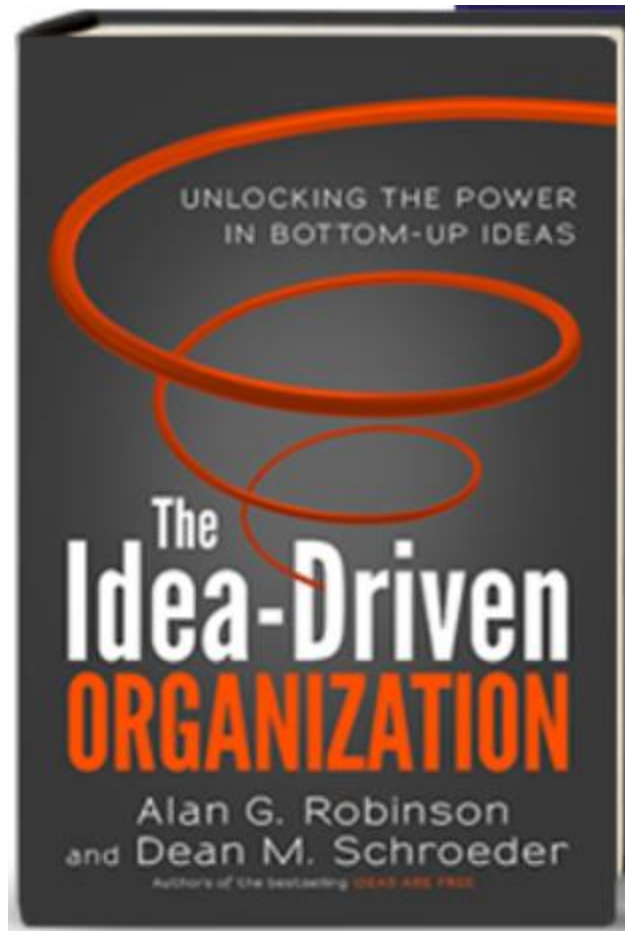


Dean Shroeder, The Idea Driven Blog

June 26, 2014

The Idea-Driven Organization

Alan G. Robinson and Dean M. Schroeder, 2014



Clarion-Stockholm Hotel Bar

Clarion-Stockholm Hotel Bar

- Get maintenance to drill three holes in the floor behind the bar and install pipes so bartenders can drop bottles into the recycling bins in the basement. *Marco*

Clarion-Stockholm Hotel Bar

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- When things are slow in the bar, mix drinks at the tables so the guests get a show. *Reza*

Clarion-Stockholm Hotel Bar

- Get maintenance to drill three holes in the floor behind the bar and install pipes so bartenders can drop bottles into the recycling bins in the basement. *Marco*
- When things are slow in the bar, mix drinks at the tables so the guests get a show. *Reza*
- Have an organic cocktail. Customers often ask for them and we don't offer one. *Tess*

Clarion-Stockholm Hotel Bar

- Whenever the bar introduces a new cocktail, have a tasting for the restaurant staff, just as the restaurant does when a new menu or menu item is introduced, so servers know what they're selling *Tim*

Clarion-Stockholm Hotel Bar

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- Have maintenance put sandpaper safety strips on the handicapped ramp in the bar. Children are using it as a slide, and the bar staff has to deal with minor scrapes and cuts on a daily basis. *Nadia*

Clarion-Stockholm Hotel Bar

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- Have maintenance put sandpaper safety strips on the handicapped ramp in the bar. Children are using it as a slide, and the bar staff has to deal with minor scrapes and cuts on a daily basis. *Nadia*
- The late night security guards are sometimes curt and rude to the guests (they are subcontracted). *Nadia*

Creating the Idea Culture

- Leadership – Managers

If companies think they can't afford the time and expense of letting employees help them fix an abundance of small problems, they need to consider the bottom-line benefit – average U.S. companies improve their productivity 3-4% per year; average idea-driven companies see productivity gains of 15-17% per year.

- *Dr. Alan Robinson, Keynote
2013 Continuous Improvement Conference
<http://www.printing.org/page/11652>*

Creating the Idea Culture

- Leadership
- Align organization – remove barriers, encourage, reward
 - Change manager's mindset.
 - Ideas are central to every employee's job.
 - Supervisors are to coach, monitor and encourage.
 - Top management monitors.
 - Policies reviewed and changed.
- Don't give up!

Creating the Idea Culture

If we expect ideas, give them time to read blogs, journals, experiment with new technology.

- Meredith Farkas American Libraries Magazine,
October 2010

Creating the Idea Culture

- Leadership – Managers
- Align organization – remove barriers, encourage, reward
- Select an idea system
 - Ideas are encouraged and welcomed
 - Submitting ideas is simple
 - Evaluating ideas is quick and effective
 - Feedback is timely, constructive, and informative
 - Ideas are reviewed for additional potential
 - People are recognized and success is celebrated
 - The performance of the idea system is measured and improved

Creating the Idea Culture

- Leadership – Managers
- Align organization – remove barriers, encourage, reward
- Select an idea system

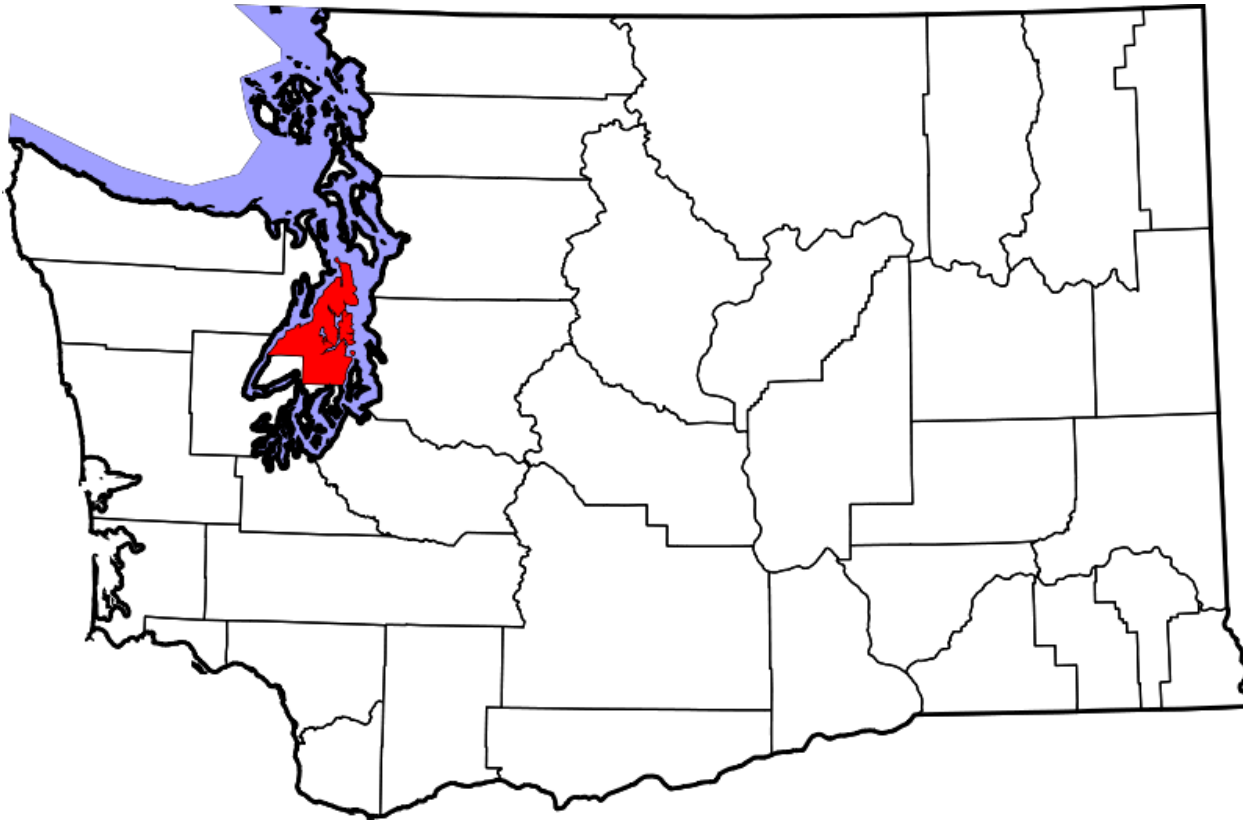
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How effective idea processes work

- Decision making at the lowest level
- Encourage problems as well as ideas
- Escalation process should be rapid and transparent

Ex: Kitsap Regional Library



Continuous Service Improvement

CSI: Kitsap Process	
Customer Service Improvement	
<i>Date:</i>	<input type="text"/> 
<i>Submitted by:</i>	<input type="text"/>   
<i>Customer Service Issue:</i>	<input type="text"/>
<i>Suggested Approach:</i>	<input type="text"/>
Resolution (Below to be filled out by Director)	
<i>Responsible Director:</i>	<input type="text"/>   
<i>Resolution:</i>	<input type="text"/>
<i>Resolution Date:</i>	<input type="text"/> 

Continuous Service Improvement



Customer Service Improvement › CSI Forms › All Documents › Customer Service Issues Forms



KRL Staff Portal Public Services Foundation Reports Search Service Departments Sites **Team Center** Search this site...

Documents	<input type="checkbox"/> Name	Date	Display Name	Resolution	Service Issue	Suggested Approach	Resolution Date
CSI Forms	KRL stylus	9/8/2016	Kathleen Spade		Patrons are having problems making their tablets perform.	Free KRI branded styluses	
Supporting Documents	Styluses for patrons	8/16/2016	Tressa Johnson		Many patrons, particularly those that are older, have a difficult time using touch screens; the screen doesn't respond to their touch, or it responds to an adjacent command (i.e. the user inadvertently touches the wrong area). Using touch screens can be frustrating for all of us, but is particularly difficult for those with arthritis, a hand tremor, or decreasing eye-hand coordination. For patrons who use the Library's digital collections to access reading/listening materials, difficulty with their touch screens can sour their KRL experience.	The overwhelming majority of people who come to us for assistance with ebooks are not aware that there is a tool that would significantly improve their experience. Watching a patron use a stylus for the first time is an illuminating experience. I believe we could delight our patrons by making KRL-branded styluses available for use with their tablets & phones. We would surprise them with this unexpected service; solving a problem that doesn't originate with the library, but which stands in the way of using our services. With a KRL stylus, every time they use their device, whether at home or on the ferry, to access ebooks or buy something from Amazon, they will be reminded of Kitsap Regional Library and the important role we play in their lives. I have several of my own styluses that I have shared with patrons, one being thick (the width of a pen with a grip) and the other being slimmer than a pencil. The thicker, more substantial stylus has been the preferred type. Here are some examples of styluses that can be personalized with a logo: https://www.aliexpress.com/item/Touch-Pen-custom-log-Universa-l-Capacitive-Stylus-For-Phone-Tablet-for-Samsung-for-iPhone-writing-smooth/32387086125.html https://www.alibaba.com/product-detail/2-in-1-promotional-metal-stylus_60346891791.html?spm=a2700.7724857.0.0.PA1Tjp https://www.discountmugs.com/category/custom-stylus-pens/?utm_source=google&utm_medium=cpc&utm_term=%2Blogo+%2Bstylus&utm_content=102608178501&utm_campaign=%2B2014%29+Technology+%2BDS%2D&mm_campaign=524080079071097f9424e1084d031e2&mm_keyword=%2Blogo+%2Bstylus&utm_device=c&skhid=p.459.b4645b3e-930a-4fd7-e5d5-711db8d79dd0.4127998mm_replace=TR.U8&cid=CILuwTOlus4CFydcfgodsYOKsQ	
Lists							
Calendar							
Discussions							
Team Discussion							
Sites							
People and Groups							
Recycle Bin							
All Site Content							

Continuous Service Improvement

- Styluses to loan
- Service animals
- Corrections in Inspire – reflected in online calendar
- Dating crates
- Check shelves email group
- Text alerts re bookmobile cancellations
- Volunteer log in monitors
- Eye popping colors for self check monitors
- Fine amount popups at self check – patrons think they are blocks
Address check blocks at self check
- Outreach – new level of service



Ways to get more and better ideas

- Idea activators
- Idea mining!



Data Mining

- What other ideas does this one suggest?
- What other areas for improvement does this idea suggest?
- What fresh perspectives about how the organization can be improved does this idea suggest?

Clarion-Stockholm Hotel Bar

- Get maintenance to drill three holes in the floor behind the bar and install pipes so bartenders can drop bottles into the recycling bins in the basement. *Marco*
 - *What other things do bartenders have to leave the bar to fetch or do that could be streamlined or improved?*
 - *What aspects of their jobs take them away from serving customers can we streamline or eliminate?*
 - *Are there other places in the hotel where we can make recycling easier?*
 - *Can we reduce the amount of bottles and cans we use in the first place?*

Clarion-Stockholm Hotel Bar

- Whenever the bar introduces a new cocktail, have a tasting for the restaurant staff, just as the restaurant does when a new menu or menu item is introduced, so servers know what they're selling. *Tim*
 - *Whenever the hotel introduces a new product or service, have the staff sample it and have it explained to them so they will be able to answer customer questions about it, will think of recommending it when appropriate.*
 - *What other products and services could be sold more effectively if the staff were given the proper training and information about them?*
 - *This is an example of improving cross-selling. One area (the restaurant) is selling products from another area (the bar). In what other ways can we cross-sell products and services in the hotel?*

CSI Kitsap – Next Steps

- Review how it's working

CSI Kitsap – Next Steps

- Review how it's working

I enjoy being able to connect with staff about their suggestions for improvement. They are closer to the public than I am and I appreciate their interest in creating a better experience for our patrons. Also, it is a potential development opportunity. Some of the CSI's have turned into projects. In addition, Leadership has been able to remove policies and procedures that get in the way of providing excellent service to the community.

- Ruth Bond, Director of Public Services

CSI Kitsap – Next Steps

- Review how it's working
 - Leadership team
 - Staff meetings
- Adjust CSI process
 - More follow through
 - More fields on the form to track action
- Problem hunting
 - Regular part of team, branch, work group meetings
 - Idea boards
- Keep the ideas coming!
 - Idea activators
 - Idea mining

Discussion

- Does your library have a way to capture ideas? What does that look like? How well is it working
- What might work at your workplace?
- Share experiences, current or past workplace



Get Started!

