Activity IV

1. **Pilot Projects (Positive)**
    a. **My Action**
        Continue to support an environment that honors and rewards creative thinking even though no new Pilot Projects can be submitted. Find a way to capture those ideas. Learn about what other libraries/companies are doing and how can we incorporate those ideas for the library system and help contribute to moving the needle.
    b. **Staff's Action**
        Continue to think outside of the "book" in relation to new ideas to help the library system move the needle.
    c. **Supervisor/Library Administration Action**
        Continue to support an open environment where ideas can thrive. Keep staff informed of Pilot Project updates and statuses.

2. **Pace of Changes (Negative)**
    a. **My Action**
        Communicate with staff--act when I can by helping shift responsibilities, removing tasks, and/or streamlining processes. **Always** show gratitude for their hard work.   Be an advocate for the positives changes will bring.
    b. **Staff's Action**
        Ask questions. Take responsibility to seek more information by reading on the Intranet/staff emails.
    c. **Supervisor/Library Administration Action**
        Listen to staff and match words said into actions. Allow for mentorship to take place at the locations. We have so many new, inexperienced supervisors who have not had a chance to develop their supervisory toolbox. They cannot communicate with staff effectively without these tools. They also need the time to spend with the individuals they supervise. If we are moving from project to project there is no time to mentor and develop talent. It's much like a basketball team. If the coach is unavailable due to other job constraints, there is no time for the players to spend the time with their coach to build rapport, develop talent and skills, and establish trust.

3. **Fear (Negative)**
    I spoke with the DL Team and they were very adamant the morale problem does not exist in the DL. I was glad to hear this.   In the discussions with the group at X-Change, I realized the problems other locations were having, did not have the same impact as they did at other locations.   I felt very relieved that we were not affected and still remain overall in good morale.

    Through communicating with these groups, it seems most people believe that "bad morale" is the chief problem. I do not believe this to be the case. I believe "bad morale" is a symptom of

people feeling afraid and not valued. We are animals and we have primary responses to fear: flight or fight. When people feel obsolete, unvalued, and that their voice does not matter, fear develops. Fear of what these changes mean for **ME?** How does the change effect **ME?** What does this mean for **MY** coworkers? What happens if **I** lose my job? Why is the library making these decisions? Staff then fill in the blanks and answer those questions themselves, which effects morale and productivity and creates an overarching environment of tension, stress, and uncertainty.

No matter how many times we try to combat bad morale, unless we remove the root cause (fear) our staff are facing, we will never be rid of the actual problem.   For that, I do not have a good answer. I know every manager has a different management style and conveys information differently (like a game of telephone) but ultimately in my experience the message doesn't matter as much as the delivery and the meaning behind the said message.   Due to bad delivery over and over again, the message then becomes the problem. It's another thing to add to the fear and worry bucket.

    a. **My Action**
       Listen to concerns, help remove stress and tension from coworkers by being an advocate for change, communicate with supervisor on things I've heard and seen.
    b. **Staff's Action**
       Counseling?
    c. **Supervisor/Library Administration Action**
       Develop a comprehensive plan to facilitate conversations dealing with fear, stress, and change. Hire resource professionals to help listen to employees' concerns. Create an environment to help individuals feel safe.