

The main beat my group focused on was TRUST.

During X-change, you said that we were all hired, promoted, or placed where we are because Library Administration trusts us to manage by the Core Values. We then make branch hiring decision because we trust the applicants to live up to their potential and follow Core Values.

On the other hand, it feels like trust is not actually given. I know a lot of my direct reports feel like benefits, opportunities, programming and display decisions, member relations, etc have been dictated from above. To them, the answer always feels suffocating. I know that this may be an exaggeration, but it is a representation of how staff *feels*. I have direct reports asking me two and three times exactly what to do or how to handle something. It's hard to tell them to use the Core Values and their best judgment. I love the flexibility and openness of the Core Values, but I think we have trouble telling staff we trust them to use them as well. For many people, rigid policies are what they're used to. If you follow the letter of the law, it's harder to mess up.