

X-Change Minutes

Date: March 30, 2009
Time: 3:30pm
Location: Belle Isle Library

Those in Attendance:
Not recorded

Culture Survey Debriefing

Cathy McCullough presented the Metropolitan Library System's [culture survey results](#). Everyone split up into groups and was asked to discuss and make notes on the following questions:

- 1) What commonalities do you see among the strengths?
- 2) What commonalities do you see among the weaknesses?
- 3) What are some ways in which these strengths and weaknesses impact the functioning of the library system?
- 4) As a system, how can we leverage our strengths to improve our weaknesses without undercutting these strengths?

After discussing the system-wide results, Cathy distributed results of each divisional cut's results. Groups were formed by divisional cut to review their results.

The supervisors were charged with taking the results back to their staff and asking the same discussion questions. Each supervisor is to bring back a collection of staff responses to the May 19th X-Change meeting.

Attached are the following:

- The notes from the supervisor group discussions regarding the system wide results
- A slide from Cathy's PowerPoint about possible debriefing questions to use in the staff meetings
- The letter from Donna to the Supervisors regarding the staff meetings on divisional cuts.

Culture Survey Debriefing Session

March 30, 2009

- Adaptability & Involvement
 - Except technology, we are not a “change culture”
 - Employees resistant to change
 - Lack of trust
 - Management historically coordinates change
 - Employee Development is better
 - “nuts and bolts” are better
 - Lack of long-term development - give skills without future development
 - Culture of “introverted shy people” is changing to a more outgoing outward focused employees
 - Some employees aren’t able to make changes
-

1. Strong mission - Knowing the mission training
Good training
 2. Lack of efficacy - Fulfilling the mission transfer of training
 3. Involvement - system wide - Don’t offer because they don’t feel they’ll be taken seriously
 4. Utilize training - Using existing training system - Training environments with more of a mixture of thoughts/experiences.
-

1. People
 2. Change
 3. We’re comfy where we are & not eager to explore new directions
 4. Invest in ee skills to create a competitive advantage
-

1. Commonalities strengths
 - Communication
 - Direction clearly defined (mission)
 - Communication shared (involvement)
 - Rt hand - LT hand communicates (adaptability)
 - Customers Come first
 - Encourage direct contact
 - Understanding of wants/needs
 - Training
 - Investment of skills of employees
 - Work is organized
2. Weaknesses
 - Flexibility
 - Innovation to change
 - Resistance to change > adaptability

3. Customers well served, but we're a little slow to change (employees and customers)
4. We have to learn not to be afraid of failure. Empower employees to try new things (beta) - use strengths in training & communication to spread news.

LOSE THE CULTURE OF FEAR!!!

1. Common strengths
 - Mission/What want to accomplish
 - Customer focus
 - People understand their part
 2. Common Weaknesses
 - Organization is rigid
 - Innovation is discouraged
 - Not flexible or easy to change
 3. Impact on functioning
 - Slow progress
 - Inconsistency
 - Hesitation to innovate
 - People don't feel empowered
 4. Leverage
 - Providing avenues for ideas
 - Encourage & support innovation
 - Allow people to make mistakes
 - Encourage cross-divisional partnerships
 - Mechanism for evaluating innovations
-

1. Things we have already been working on
 - Daily Link
 - Strategic Plan
 2. We know what to do, but in some areas it hasn't translated to application
 3. Good customer focus but lacking in team.
 - Info is shared, but is it consistent?
 - Therefore lack of empowerment & being viewed as an important source of competitive advantage = valued
 4. Continue the things we are doing (#1) and take them to the next level
 - Voice to feel empowered, valued
 - SUPPORT
-

1. Common strengths
 - a. Good top-down communication - mission/vision
 - b. Good teamwork for customer service and coordination
2. Common weaknesses
 - a. Change is difficult because it must be system-wide -- slows process
 - b. Does not work for individual departments to change on their own

3. Impact on Functioning
 - a. Strengths - trying to be the best we can be across the system. CONSISTENCY is strong because of slow change. "Innovative & Inviting" - vision gives us flexibility and responsiveness to customers
 - b. People may be frustrated by slow rate of change after they suggested an idea
4. Leverage
 - a. If we can figure out how to change more quickly, we can maintain consistency while changing at a faster pace
 - b. We could use our vision/mission skills to be more responsive to staff and help them feel ownership. (Also customer-service skills in relating to staff)

“Have a Conversation”...

- Use the “Debrief Questions” you have as a guide
- **From a “System” perspective**, ask them what’s going well? Any surprises? Why or why not?
- **From a “System” perspective**, ask them where they see important gaps? Any surprises? Why or why not?
- **From a Branch perspective**, ask them what appears to be going well. Any surprises? Why or why not?
- **From a Branch perspective**, ask them what appears to be an important gap? Any surprises? Why or why not?
- **Based on our Branch results**, ask: What might we continue doing to support a high-performance culture? What are we doing now (specifically) that we should keep doing?
- **Based on our Branch results**, ask: What should we consider doing differently to support stronger high-performance culture? What do we need to do (specifically) that will help us move forward? (And how will we know we’re making progress?)



March 30, 2009

MLS Supervisors:

Embarking on this journey to identify our MLS culture is the result of a discussion at our last administrative team retreat. We wanted to employ a process to determine where we are as a system so that we can identify how best to improve our library system. As you've seen today, the information gleaned from the assessment is valuable in helping us identify where we need to focus additional efforts organization-wide.

As we set out on this culture survey process, we want each supervisor to have this information to use at his/her location – which is detailed in the cultural cut being attached to this message. The intent of the cut is to determine how each area views our organizational culture (its strengths and weaknesses) and not to grade each area. The data reflects employee perceptions of the MLS culture and should not be viewed as either 'right' or 'wrong'.

An integral part of the survey process is gaining employee response. I am happy to report that we had tremendous employee participation with 345 of our 438 employees completing the survey (79%). Now the next critical step is to involve ALL our employees in the process of establishing an organizational action plan for building on our successes while tackling our organizational weaknesses – something we must all do together!

In the coming weeks, discuss the culture results with your staff and I encourage you to use the same process we used today. The discussion questions again are:

- 1) What commonalities do you see among the strengths?
- 2) What commonalities do you see among the weaknesses?
- 3) What are some ways in which these strengths and weaknesses impact the functioning of the library system?
- 4) As a system, how can we leverage our strengths to improve our weaknesses without undercutting these strengths?

At the next X-Change meeting on Monday, May 18th (Midwest City Library) I want each of you to bring a collection of your staffs' responses to question (4) above. At that time, we will share these responses and work towards establishing a set of organizational goals designed to make our organization healthier and more productive.

Start discussing the results soon – especially since they will be fresh on your mind. Your staff will be anxious to hear about the results as well. Embrace this opportune time to enhance our organizational culture in a positive and productive way without making light of it – we need each of us to set the example.

I look forward to the journey ahead and your full involvement in the process.

Donna Morris, Executive Director