Metropolitan Library System

X-Change Minutes

Date: May 19, 2009

Location: Midwest City Library

Those in Attendance:

Ann Aliotta, Lynda Bahr, Julie Ballou, Roy Ballou, Kay Bauman, Karen Bays, Barbara Beasley, Janet Brooks, Rosemary Czarski, Denyvetta Davis, LaVetta Dent, Priscilla Doss, Anne Fischer, Tim Fisher, Linda Hyams, Heidi Johnson, Chris Kennedy, Jack Kinzie, Lloyd Lovely, Karen Marriott, Candace McDaniel, Donna Morris, Dana Morrow Todd Olberding, Michael Owens, Katrina Prince, Jamar Rahming, Debbie Robertus, Pauline Rodriguez - Atkins, Anita Roesler, Stacy Schrank, Phil Tolbert, Maria Watkins, Randy Wayland, Jimmy Welch, Fariba Williams, Stuart Williamson (guest), John Wood

Welcome

Kay Bauman called the meeting to order at 2:05 pm. Kay welcomed the supervisors to the Midwest City Library and X-Change meeting.

Culture Survey

The focus of this X-Change meeting was to disseminate information from staff meetings that were held per the letter sent to the supervisors by Donna on March 30, 2009 (see minutes). These staff meetings were charged with discussing the results of the culture survey debriefing session held on March 30, 2009 and forming responses to the questions posed in Donna's letter. Supervisors were split up into the following groups that were determined by the divisional cuts of the culture survey results:

Library Managers - BE, BI, CH, CT, DC, DN
Library Managers - ED, MC, RE, SO, VI, WA
Donna Morris & Lloyd Lovely - DIR, BUS, HUM, CON, DEV
Karen Marriot - MSL, CAT, TP, OUT
Kay Bauman and Jimmy Welch - PLA, LO, IT, MaC

The five groups shared the information that was gathered at the individual staff meetings. Once staff responses were shared, the groups were asked to determine a few (2-4) overlying weaknesses. These weaknesses were to be written down on handouts (attached). The groups were then asked to write some root causes for the weaknesses and some possible action items that could improve the weaknesses.

After an hour of discussion and filling out handouts, the groups were asked to present the results they formed. The worksheets were displayed on the wall and grouped by similar issues.

After all of the results were presented, the X-Change group collectively distilled all of the issues down to three areas that would be focused on system-wide. These areas were 1) Increasing appreciation of staff 2) Improving communication and 3) Being more receptive to change. X-Change members volunteered to form three ad hoc groups; each to investigate one of these areas of weakness and further identify possible root causes and action items. These groups are to be liaisons to ensure two-way communication with staff system-wide and must involve staff in this process. Each ad hoc group will have autonomy in how they achieve that, which will help us try at least three approaches to gaining involvement throughout the system. The X-Change members brainstormed ideas on how to ensure that all staff have the opportunity to be involved in this process, which included: utilizing Leadership MLS, focus groups, adding non-managers to the committee, and seeking Staff Association interest. Each ad hoc group will provide a report of their findings at the next X-Change meeting in August.

The groups formed are as follows:

Increasing appreciation of staff -

Roy Ballou, Denyvetta Davis, Jamar Rahming, Pauline Rodriguez-Atkins, Stacy Schrank

Improving Communication -

Janet Brooks, LaVetta Dent, Linda Hyams, Donna Morris, Debbie Robertus

Being more receptive to Change -

Kay Bauman, Karen Bays, Karen Marriott, Anita Roesler, Fariba Williams

Anne Fischer will create emails for each group for staff to send suggestions. The group email will be forwarded to each member of the group.

Oklahoma College Savings Plan

Dana Morrow passed out bookmarks for the Oklahoma College Savings Plan Be Creative @ Saving for College Sweepstakes presented by ODL. Not only can a child from our libraries earn $5,000 towards college, but the library could receive money as well. Learn more at www.ok4saving.org/library.

Pat Wagner Training

Stacy invited everyone to attend the Pat Wagner class focused on managing multiple priorities on May 20th.

Adjournment

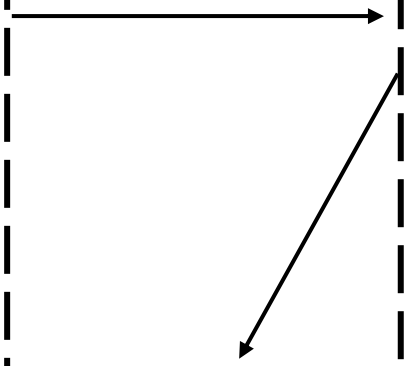
After no further business the meeting was adjourned at 4:00 p.m.

WEAKNESS(es):

Lack of public awareness of library services

What ties these weaknesses together?

What lies behind these conditions?



What are some things we could do to address these issues as a system? …at each agency?

ROOT CAUSE(s):

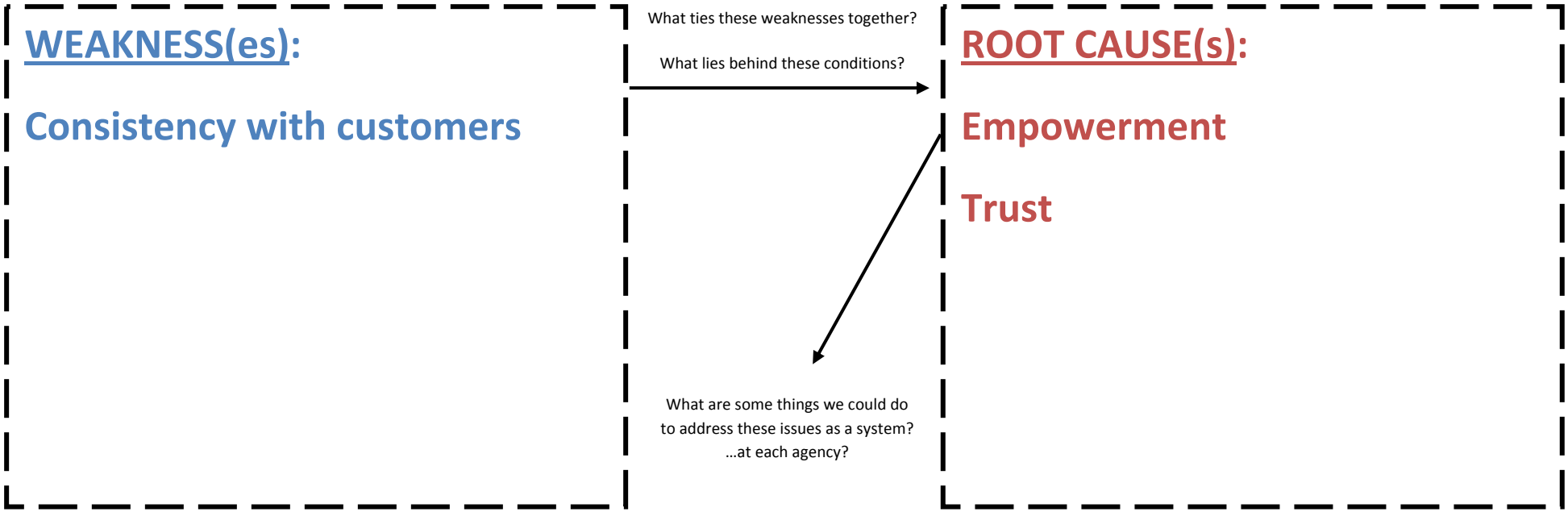
Not repeating message enough (rule of 1000)

Lack of Staff Awareness

Personal discomfort of public speaking

ACTION ITEM(s):

1. Each department write their own commercial for other departments
2. Everyone promote MLS all the time
3. Utilize many different sources such as the NewsOK blog



ACTION ITEM(s):

1. Have system-wide circulation clerks, librarians, etc. meetings

WEAKNESS(es):

Low value of individual and team contributions

What ties these weaknesses together?

What lies behind these conditions?

What are some things we could do to address these issues as a system? …at each agency?

ROOT CAUSE(s):

Troubleshooting keeps you focused on the negative

No vehicle for broad recognition

Insufficient system thinking

Low trust

People feel taken for granted

ACTION ITEM(s):

1. Provide a vehicle for showing appreciation
2. Changing the communication flow can help (see communication action items)
3. Find ways for others to see the positive of their hard work
4. Single source for suggestions with full reporting on how idea was considered and/or will be implemented

WEAKNESS(es):

People feel they are not involved in decision-making

Cooperation across different parts of organization not encouraged

What ties these weaknesses together?

What lies behind these conditions?

What are some things we could do to address these issues as a system? …at each agency?

ROOT CAUSE(s):

Size of organization makes it more difficult to share information

Inadequate communication

- **Explanations not always clear**

Indirect communication

- **What's Important?**

ACTION ITEM(s):

1. Look at other organizations that are geographically spread-out; how do they share information?
2. Automated suggestion box and a FAQ page for departments

WEAKNESS(es):

Lack of / Too much

Communication

What ties these weaknesses together?

What lies behind these conditions?

ROOT CAUSE(s):

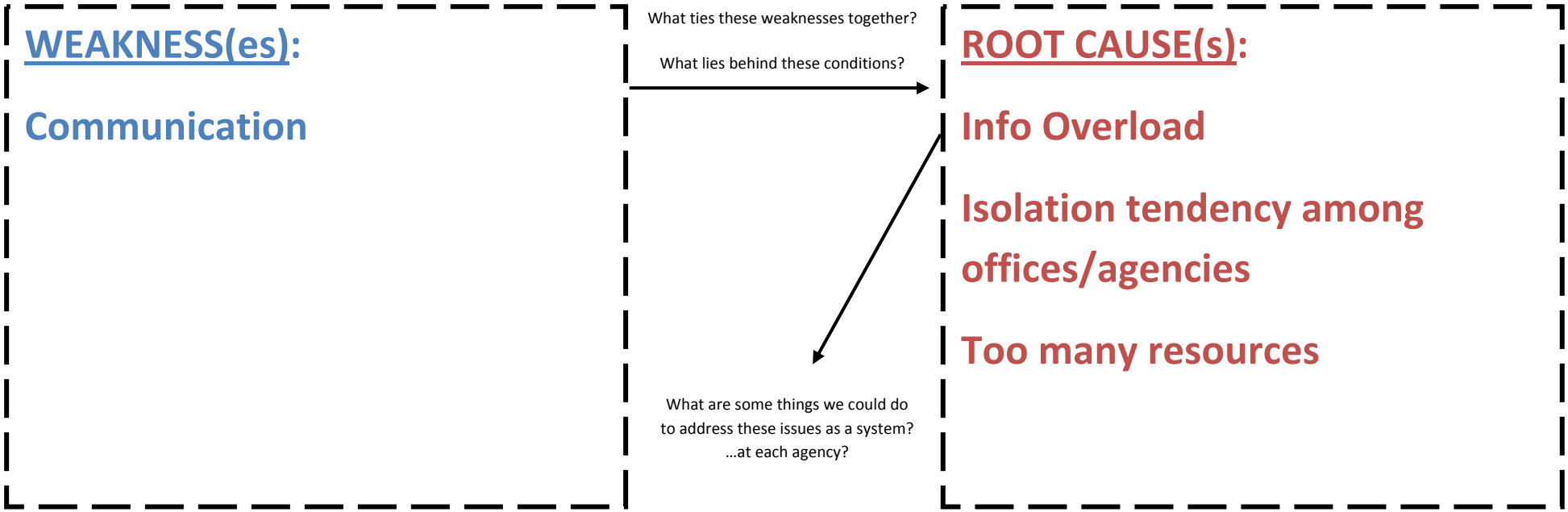
Disconnect feelings

Feeling more valued

What are some things we could do to address these issues as a system? …at each agency?

ACTION ITEM(s):

N/A



ACTION ITEM(s):

1. Investigate a streamlined way to report what teams are doing
2. System-wide action/accountability list

WEAKNESS(es):

No Internal Free Flow of Information

What ties these weaknesses together?

What lies behind these conditions?

ROOT CAUSE(s):

Staff doesn't feel their input is valued

Staff feels lack of trust

What are some things we could do to address these issues as a system? …at each agency?

ACTION ITEM(s):

1. Ad hoc committees - gather input on issues
2. More hands-on presence from administration at libraries
3. More positive reinforcement for staff

WEAKNESS(es):

Resistance to change

What ties these weaknesses together?

What lies behind these conditions?

What are some things we could do to address these issues as a system? …at each agency?

ROOT CAUSE(s):

Change in a large organization is like turning the titanic around

Staff awareness of change

No agreement of what change to make

Status quo / inertia

Legal issues / being in the public eye

Impact on others

ACTION ITEM(s):

1. Move to new building
2. Over communicate!
3. Test sites for change
4. Encourage and reward risk-taking
5. Build trust

WEAKNESS(es):

Training is limited in scope

What ties these weaknesses together?

What lies behind these conditions?

ROOT CAUSE(s):

Staff Input lacking - not asked

What are some things we could do to address these issues as a system? …at each agency?

ACTION ITEM(s):

1. More job specific - less theoretical
2. Opportunities for job shadowing
3. Tailor training for different learning styles

WEAKNESS(es):

Staff feel underappreciated

What ties these weaknesses together?

What lies behind these conditions?

What are some things we could do to address these issues as a system? …at each agency?

ROOT CAUSE(s):

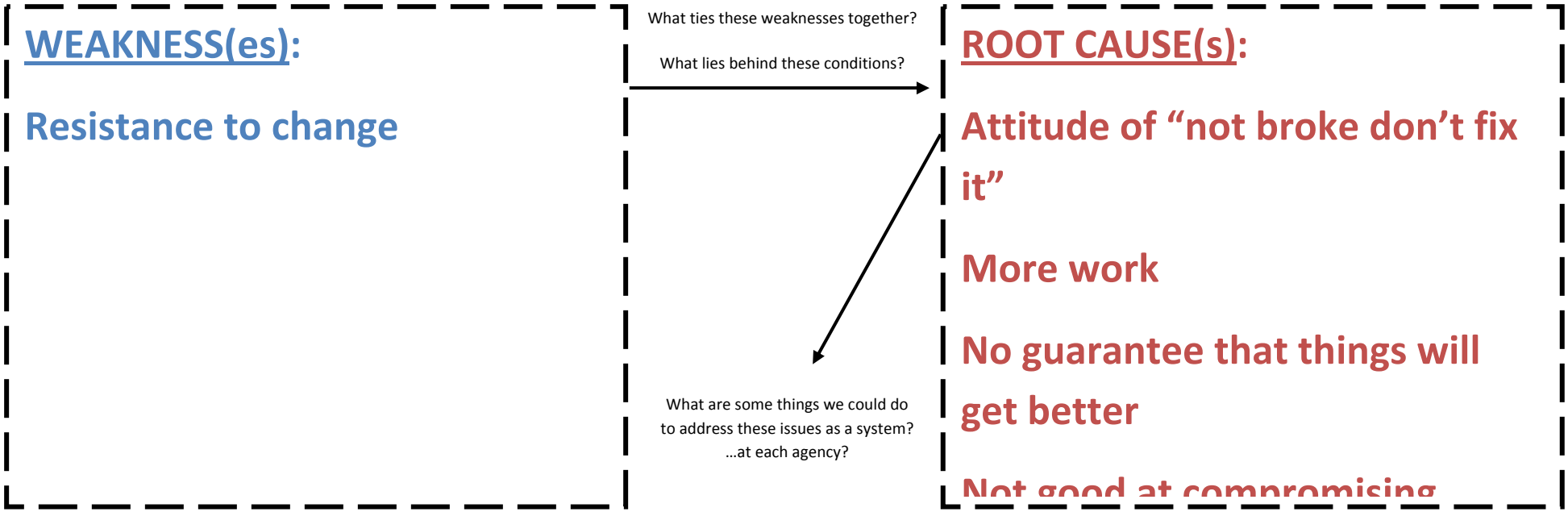
Lack of knowledge of system operations

Territorialism

Resistance to change

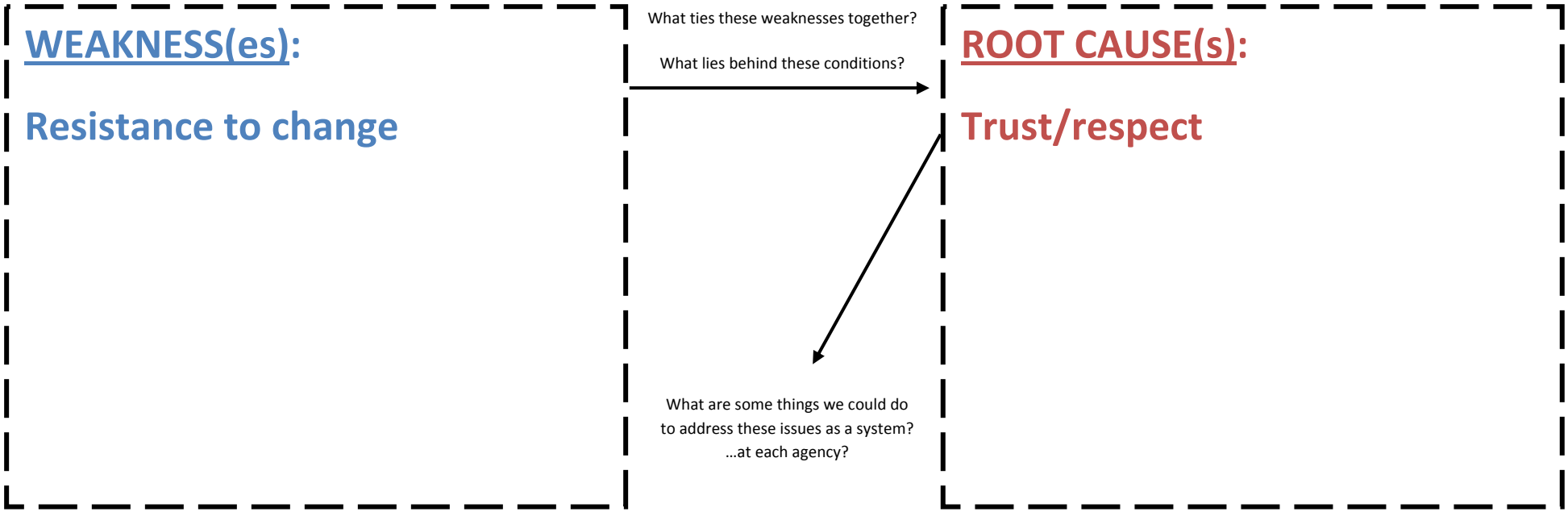
ACTION ITEM(s):

1. Offer departmental tours
2. Be open to change
3. Short messages to staff via e-mail, etc.
4. Appreciate other staff



ACTION ITEM(s):

1. Training with emphasis on dealing with change/ process of change
2. Fear of failure
   - Change our culture to allow failure
   - Encourage to try and fail
3. Train staff - give as much information to understand the bigger picture.
   - What's best for the customer



ACTION ITEM(s):

1. Staff need to be sold on / see the value of the change
2. Allow staff input before the idea is put into practice