



Nurturing Innovation



Innovative Environments Conference
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Cuyahoga County Public Library

Overview



Nurturing Innovation Requires a:

- × Commitment to Purpose
- × Commitment to Analysis and Feedback
- × Commitment to Action

There are those who look at things the way they are and ask why?... I dream of things that never were and ask why not?
Robert Kennedy

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Commitment to Purpose



- × Align goals and priorities with your host
- × The Four Truths of Purpose:
 - × A Library exists as a part of a larger (host) system
 - × A Library needs its host more than the host needs its library.
 - × A Library receives resources and continuing legitimacy from its host system in return for creating value.
 - × Value is not about the library but about its host system.

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Commitment to Purpose



- × Clearly establish priorities with your host's priorities in mind:
 - × Reconnect with reading
 - × Ensure every child enters school ready to learn
 - × Help youth reach their maximum potential
 - × Put Cuyahoga County back to work
 - × Keep seniors happy, healthy and at home
 - × Connect with new Americans

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Commitment to Purpose



- × **Align Products and Services with your Mission**

Cuyahoga County Public Library will be at the center of community life by providing an environment where reading, lifelong learning and civic engagement thrive.
- × We Sell Reading
- × Examples of innovations/changes that support our mission:
 - × Changes in Technical Services
 - × Two deliveries per day
 - × Transition from Reference √ Reader's Advisory
 - × Book chatting at checkout

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Commitment to Purpose



- × **Create a Customer First Culture**
 - × Getting to 'Yes'
 - × Less Rules more Relationship Building
 - × Find Comfort in the Grey Zone
 - × Mistakes are for Learning

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Commitment to Analysis and Feedback



- × Data Driven Decision Making
 - × A shift was made from subjective to objective decision making.
 - × This requires an investment in data and research
 - × Orange Boy market analysis
 - × Replication of NEA reading survey
 - × Demographic analysis justifying our six priorities
 - × Staffing formula

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Commitment to Analysis and Feedback



- × Leaders Listen
 - × Union leadership is Library leadership
 - × Give whenever you can, you'll get whatever you want
 - × Identify & reward those who bring forward ideas and input
- × Leaders Inspire
 - × Inspiration is the motivation to search for a solution
 - × When you are inspired, you inspire others. When others are inspired what is possible comes to life
 - × Identify ways to think, speak and listen in order to inspire and mobilize others into effective action
 - × Respond creatively in the face of resignation and negative circumstances
 - × Enable people to take action and feel a sense of accomplishment

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Commitment to Action



- × Innovation is powered by the observation of what people need or want; what they like or dislike
- × Make innovation a priority and encourage it to 'bubble up' from all levels
- × Take risks but calculated risks.
- × Don't embrace every shiny new thing. Create an institutional 'checklist' for embracing new technology.

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Commitment to Action



- × The CEO is the Broker of Ideas
 - × Don't expect the CEO to be the 'doer' – she is the enabler
 - × CEO's role is to:
 - × Search horizon for creative ideas
 - × Find and allocate resources to support them
 - × Lay foundation for strategic relationships

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Commitment to Action



- × Build alliances with your host
 - × When their priorities are your priorities, alliances come naturally
 - × Actively sit on Boards and attend County Meetings
 - × Allow partnerships to be established both top down and bottom up
 - × Keep your host informed of your success
 - × Examples: Kindergarten and New Baby Kits, Cuyahoga Works, Homework Centers, Benefits Checkup

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Barriers to Progress



- × Negativity
 - × They never listen to *me*
 - × The Director wants all the attention to herself
 - × Fear of repercussion and failure
- × Overcoming Comfort
 - × We're number 1 – can't get any better than that!
 - × Fear of change
 - × "Why disturb the universe?"

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Inputs & Outputs of Greatness

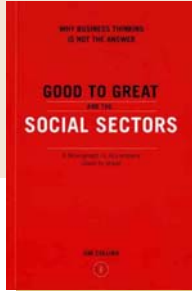


Inputs:

- × Defining great
- × Level 5 leadership
- × First who
- × Hedgehog Concept
- × Turning the Flywheel

Outputs:

- × Superior Performance
- × Distinctive Impact
- × Lasting Endurance



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Innovation Begins with You



... we are keepers of the public trust we should never forget that we are here as public servants and public service is a privilege.

President Obama addressing his staff and cabinet secretaries 1/21/09

You Build the Foundation for Innovation

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