

# ***FINDING LOST LIBRARIES***

**Organizational Health in Public Libraries**

***AN ORGANIZATION'S ABILITY TO  
LEARN, AND TRANSLATE THAT  
LEARNING INTO ACTION RAPIDLY, IS  
THE ULTIMATE COMPETITIVE  
ADVANTAGE.***

***- JACK WELCH***

# FOUR FACTORS



- **Organizational Health**
- Customer Service
- Innovation
- Recognition



**CUSTOMER SERVICE**

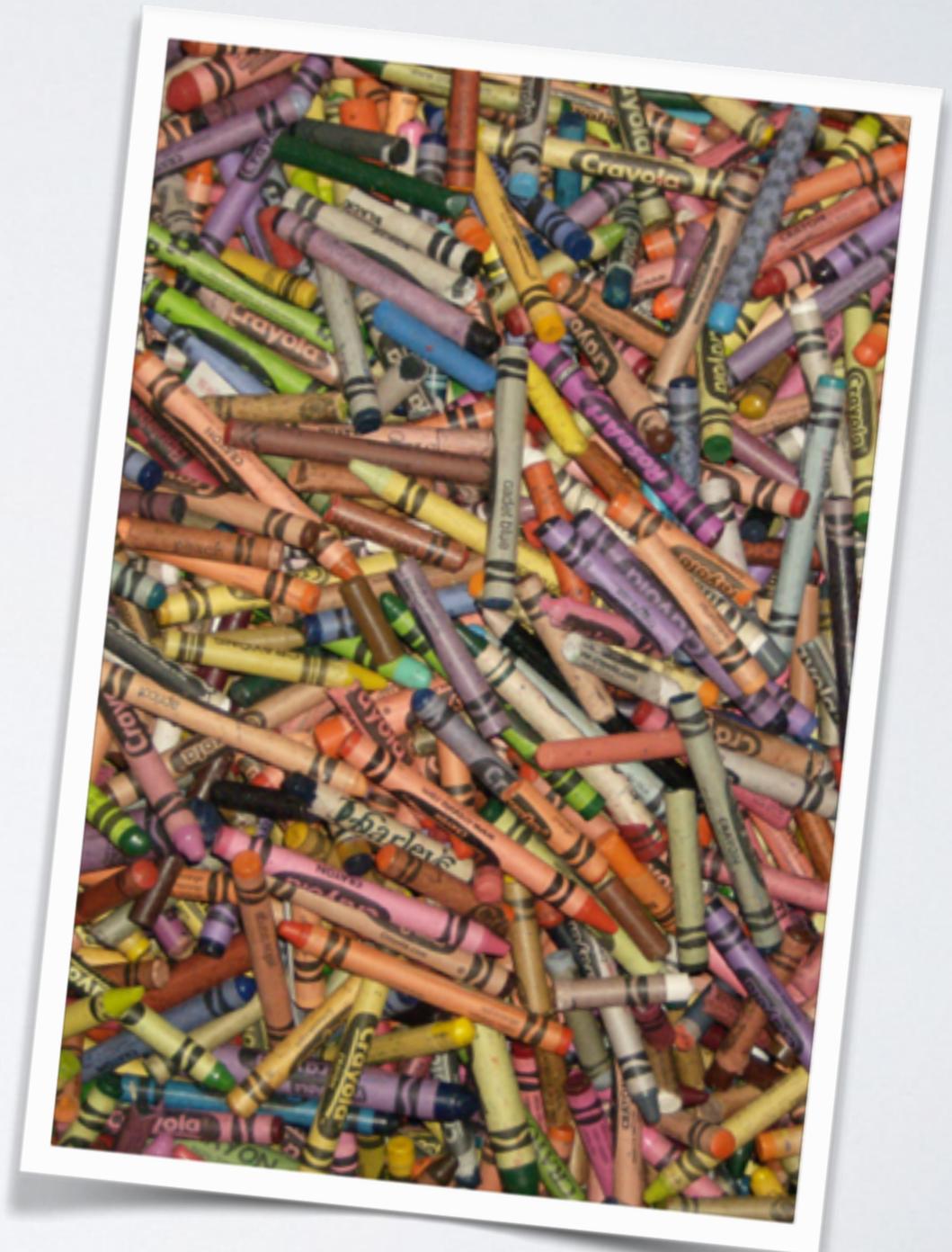
# INNOVATION

- Public libraries should be a cauldron for innovation
- Change and thrive!
- Strategic and Action Plan
- Response to your community



# CREATIVE CONFLICT

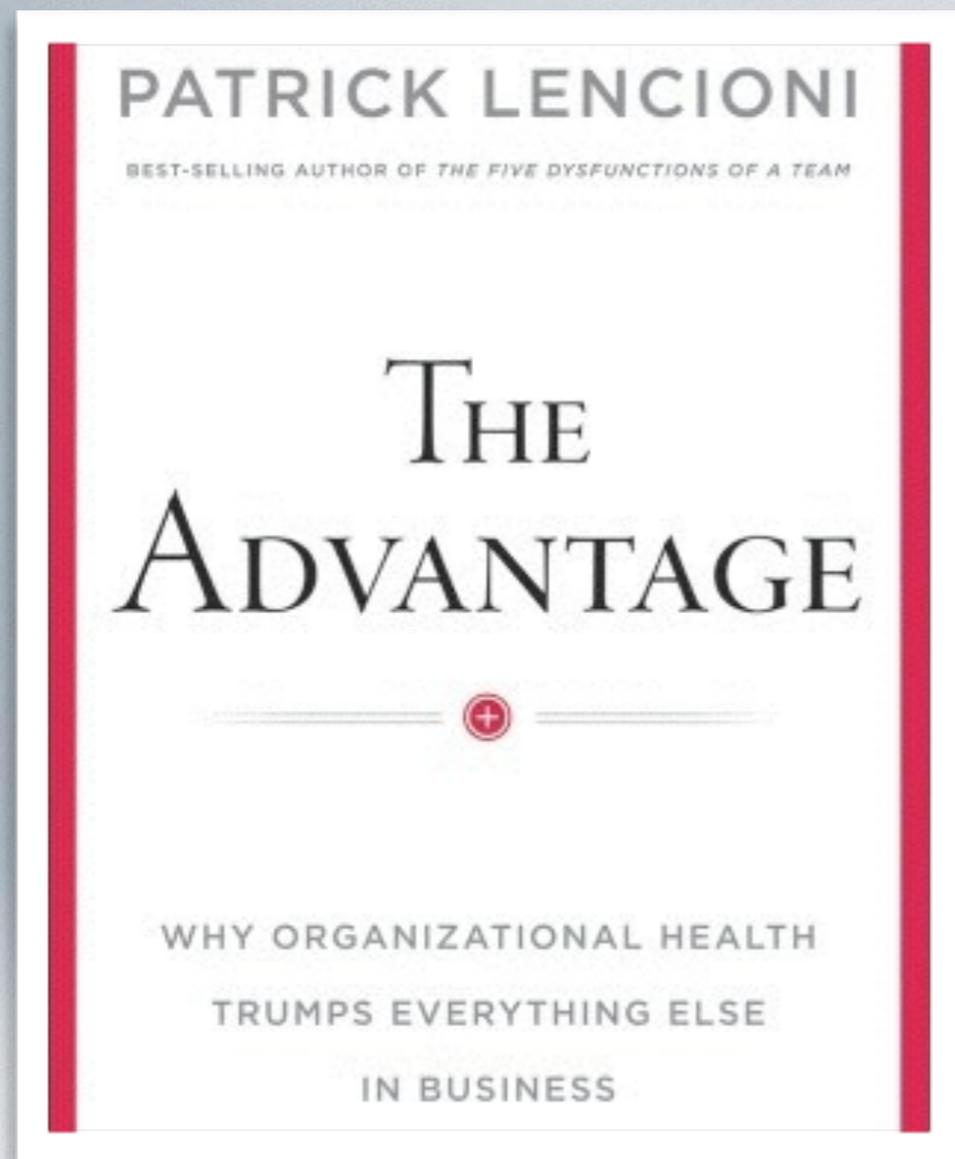
- Trust
- No hierarchy
- Say “No, because...”
- Diverse perspectives
- Focus on common goal
- Keep it FUN!





**RECOGNITION**

**ORGANIZATIONAL  
HEALTH**



***THE ADVANTAGE* BY PATRICK LENCIONI**



# BUILD A COHESIVE LEADERSHIP TEAM

- Small size
- Trust
- Conflict
- On the same page
- Accountability
- Library over department



# TRUST

Patrons and Coworkers



# PERSONAL HISTORY EXERCISE

1. Where did you grow up?
2. How many kids in your family?
3. What was the most difficult or important challenge of your childhood?



# CIRCLE OF SAFETY

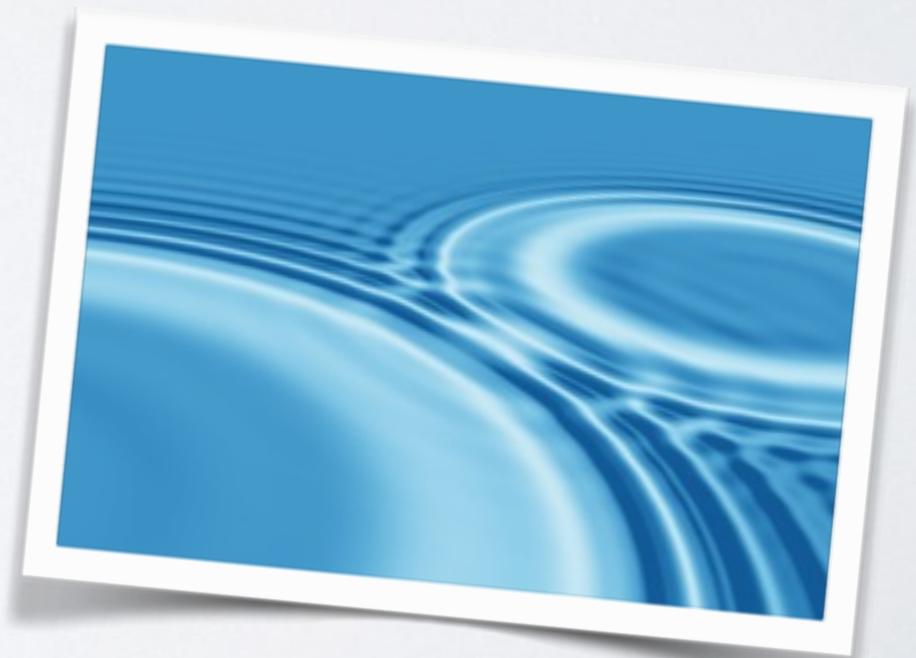
# PERSONALITY TESTS

- Myers-briggs type indicator
- Disc Profile Test
- Enneagram
- StrengthsFinder 2.0



# CREATE CLARITY

- Why do we exist? - Idealistic
- How do we behave? - Core Values
- What do we do? - Business definition
- How will we succeed? - Strategic Plan
- What is most important, right now? - Action Plan; Thematic Goal
- Who must do what? - Organizational Chart



# PLAYBOOK EXAMPLE

*Library Lost & Found* - [www.librarylostfound.com](http://www.librarylostfound.com)

**Why do we exist?** - We exist to support current and future library leaders.

**How do we behave?** - We behave with passion, intelligence and humor.

**What do we do?** - We provide a forum for library leaders to teach and share wisdom.

**How will we succeed?** - We will succeed by providing practical advice, delivered through a blog, on leadership and management in all types of libraries.

**What is most important, right now?** - Identifying new voices

**Who must do what?** - Editor.....

# OVER-COMMUNICATE CLARITY

- Repetition
- Simplicity
- Multiple mediums
- Cascading Messages





# MEETINGS

Content

Timing

Administrative

Daily  
Check-in

5–10 minutes

Tactical

Weekly  
Staff

45–90 minutes

Strategic

Adhoc  
Topical

2–4 hours

Developmental

Quarterly  
Off-site Review

1–2 days



# REINFORCE CLARITY



- Hiring
- Training
- Goal Setting
- Coaching
- Rewarding
- Performance Management



# THEATRE TRAINING

***THE BOTTOM LINE IS, WHEN PEOPLE ARE CRYSTAL CLEAR ABOUT THE MOST IMPORTANT PRIORITIES OF THE ORGANIZATION AND TEAM THEY WORK WITH AND PRIORITIZED THEIR WORK AROUND THOSE TOP PRIORITIES, NOT ONLY ARE THEY MANY TIMES MORE PRODUCTIVE, THEY DISCOVER THEY HAVE THE TIME THEY NEED TO HAVE A WHOLE LIFE.***

**- STEPHEN COVEY**

***QUESTIONS?***

# ESSENTIAL BOOKSHELF

- *The Advantage* by Patrick Lencioni
- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *The Customer Rules: The 39 Essential Rules for Delivering Sensational Service* by Lee Cockerell
- *The Carrot Principle* by Adrian Gostick and Chester Elton
- *The New Gold Standard : 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company* by Joseph Michelli
- *The Starbucks Experience and Leading the Starbucks Way* by Joseph Michelli
- *Be Our Guest: Perfecting the Art of Customer Service* by Disney Institute
- *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* by Simon Sinek
- *Fast Company* and *Harvard Business Review* (Magazines)

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