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**Montana** State Library
State Library of **North Carolina**
State Library of **Ohio**
Access **Pennsylvania**
**Texas** State Library & Archives Commission
Library of **Virginia**
**Washington** State Library
Today’s Presenters

Tooele City Library, Utah

Jami Carter
Director

Rachel Gull
Library Supervisor

Steve Peay
Library Supervisor
If you give library staff an hour...

Self-Directed Achievement
Today’s Adventure

**AGENDA**

**WHY?**
- What is my case for change?
- Belief Cycle

**HOW?**
- What is S.D.A.?
- How does it work?
- What can it do for me?

**PERSPECTIVES**
- In the Beginning...
- Supervising Culture Shift
- Ripple Effect

**WHAT NOW?**
- Welcomed surprises!
- Goals Gone Wild!
- Looking Forward
Staff Members
- Asking to be trained: “I want to know how!”
- “This is what we have” mentality.
- Low self-confidence
- Extreme anxiety with change, even when improving services.

Supervisors
- Fill most gaps in services on their own.
- Sporadic training opportunities are disruptive to operations and scheduling.
- Out of touch with individual’s strengths in the organization.

Service Model / Library Users
- Long-time library users only expect staff members to help with functional tasks (circulation, locating items.)
- Imbalanced workload: Delivery of core services isolated to particular staff members.
- Hesitate marketing products & services without intense staff training.

What’s MY case for culture change?
1) People work to VALIDATE rather than invalidate their current beliefs (often unconsciously).

2) People cling to their beliefs and won’t abandon them easily.

3) These beliefs are consistently proven to be correct, therefore they remain logical and unchallenged.

*Principles summarized from “Change the Culture, Change the Game” Connors & Smith.
SELF-DIRECTED ACHIEVEMENT:
A consistent, agile, individualized approach to staff development in a climate of constant change.

“The biggest way SDA has affected me, is that it has changed my expectations that I have for myself. I realize that if there is something that I want to learn or change about myself, there is usually a way to incorporate that into an SDA goal. That is an empowering feeling.”
-Library Staff Member (One year later)
The Mechanism

**PROCESS OVERVIEW**

**PARTICIPANT**
- Determine my SDA goal
- Dedicated SDA hour
- Record in my training log

**SUPERVISOR**
- Schedule SDA hour

**WEEKLY MEETING**
15 minutes • 3 questions

**LEARN**
**RECORD**
**REPEAT**
The Mechanism

GOAL SETTING

Achievable in ONE hour
Bigger than an hour?
Break it down into multiple goals.

Centered on

21st Century Skills &
Library Service Skills.

Formula

“I will use (tool) to (goal statement).”

Library Skills
Interpersonal Skills
Critical Thinking
Problem Solving
Communication
Collaboration
Technology Literacy
Media Literacy
Flexibility
Adaptability
Cross-Cultural Skills
Creative Thinking
Innovation
Productivity
Accountability
Global Awareness
Teamwork
WEEKLY MEETING

Participant and Supervisor

Fifteen Minutes or less

3 Questions
Did you achieve your goal last week?
If no, what was in your way?
What is your goal this week?

The Mechanism
The Mechanism

**PARTICIPANT**
- Communicate
- Be prepared
- Celebrate
- Be accountable

**SUPERVISOR**
- Listen, listen, listen
- Remove barriers
- Encourage
- Guide
SET myself UP for SUCCESS!

MY SDA HOUR

USE available TOOLS
What does my library offer patrons? (Rooms, technology, learning databases, etc.)

Know my LEARNING STYLE

BE PREPARED to be INSPIRED
Write down future goal ideas inspired by my current goal.

The Mechanism

More tips for success
Be self-aware: What can I learn to become better?
Bite-sized is the key!
KEEP YOUR TRAINING LOG

ASSIGN:
- PRIMARY 21c SKILL
- SECONDARY 21c SKILL

Library Skills
Interpersonal Skills
Critical Thinking
Problem Solving
Communication
Collaboration
Technology Literacy
Media Literacy
Flexibility
Adaptability
Cross-Cultural Skills
Creative Thinking
Innovation
Productivity
Accountability
Global Awareness
Teamwork
SET YOUR FIRST GOAL

Share a goal you could set for next week to accomplish in one hour.

Formula: “I will use (a tool) to (accomplish what?).”
The Mechanism

**PROCCESS OVERVIEW**

**PARTICIPANT**
- Determine my SDA goal
- My SDA hour
- Update my training log

**SUPERVISOR**
- Schedule SDA hour

**WEEKLY MEETING**
15 minutes • 3 questions
SELF-DIRECTED ACHIEVEMENT IS NOT A PROGRAM.

IT IS A CULTURE.

The Mechanism
Beliefs are changed through personal experiences.

SDA creates personal experiences.

Belief Cycle – Empowered!

- A patron asks for help.
- I want to help.
- Engage in S.D.A.
- I set a goal.
- I have new skills.
- Someone asks for help.
- I want to help.
- SDA creates personal experiences.
- I was right.
- I can’t help.
- I don’t know how to help.
- Success!
- I try to help.
In the Beginning...

"SDA terrified me the first time I heard about it. What happens when I can’t find something new? Am I going to end up responsible for all sorts of things that I don’t really know how to do and will I get help with them? The list of overwhelmed questions went on and on. I was a little bit convinced that I would immediately fail the very first time I tried SDA. It turns out I was overreacting, a lot. SDA is nowhere near as scary as I thought it would be. Now I really like SDA...Especially as I get to do more goals and learn more things and expand the ways I can help others."

- Library Staff Member

"I was actually pretty nervous and apprehensive to start my SDA goals when I first learned about it. I wondered how I could possibly come up with new ideas each week that I could work on. It almost seemed a little overwhelming and it seemed like one more thing that I had to get done.

As the weeks went by, I soon realized how wrong I was. I was constantly running into things that I didn’t know much about. I could use this time to better myself and learn new things."

- Library Staff Member
Initially, I was concerned that SDA would be difficult to manage and consume too much of my time. But I quickly discovered that SDA actually helped to open up time in my day which allowed me to focus on completing other tasks.

As a supervisor, my initial worry with SDA was burning out. How would I be able to meet with each of my employees on a weekly basis and not feel mentally overloaded?
<table>
<thead>
<tr>
<th>ENERGY</th>
<th>Spend your energy cultivating EARLY ADOPTERS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATURAL CONSEQUENCES</td>
<td>Communicate the expectation. Use accountability. Reward accordingly. Like everyone else, a show-stopper wants to be valued, included, and do his/her job well.</td>
</tr>
<tr>
<td>15 MINUTES</td>
<td>Much can be gathered in 15 minutes a week. Listen, Listen, Listen! Is there a hidden barrier here?</td>
</tr>
<tr>
<td>BELIEF CYCLE EMPOWERED!</td>
<td>When a show-stopper decides to engage, GET OUT OF THE WAY!</td>
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I can’t or I won’t or I don’t need to = LACK OF SELF-CONFIDENCE
ONE YEAR LATER

SDA Training Hours by 21C Skill FY 2012

- Technology Literacy, 24%
- Library Service Skills, 19%
- Media Literacy, 10%
- Productivity, 10%
- Communication, 8%
- Critical Thinking, 6%
- Creative Thinking, 5%
- Interpersonal Skills, 4%

What Now?
WELCOMED SURPRISES

STRONGER RELATIONSHIPS

NEW TECHNOLOGY?  NO PROBLEM!

GOALS GONE WILD!

"It’s a relatively small amount of time each week that has a big impact."

The knowledge I have learned at SDA time has enabled me to be more confident in my ability to assist patrons.
GOALS GONE WILD!

Results for the Library
It really **shatters that whole stereotypical library** image, the place you go to study ancient manuscripts and be shushed by stern librarians, and replaces it with a place of broad learning for every kind of person.

We are making goals with the idea of **advancement** in mind.
MOVING FORWARD

MORE SHARING

NEW PERFORMANCE STANDARDS

DEMONSTRATE AND TEACH

MEASURE PUBLIC IMPACT

What now?
<table>
<thead>
<tr>
<th>Resources</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>CHANGE THE CULTURE, CHANGE THE GAME</strong></td>
<td>by Roger Connors and Tom Smith <a href="http://www.imls.gov/about/21st_century_skills_home.aspx">http://www.imls.gov/about/21st_century_skills_home.aspx</a></td>
</tr>
<tr>
<td><strong>MUSEUMS, LIBRARIES, &amp; 21ST CENTURY SKILLS</strong></td>
<td>Institute of Museum and Library Services <a href="http://www.imls.gov/about/21st_century_skills_home.aspx">http://www.imls.gov/about/21st_century_skills_home.aspx</a></td>
</tr>
<tr>
<td><strong>COMPETENCY INDEX FOR THE LIBRARY FIELD</strong></td>
<td>WebJunction <a href="http://www.webjunction.org/explore-topics/competencies.html">http://www.webjunction.org/explore-topics/competencies.html</a></td>
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<th>Goal structure</th>
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<td>Meeting structure</td>
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<td>Accountability</td>
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<td>Change mechanisms</td>
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<tr>
<td>Goal setting</td>
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<tr>
<td>Impact Categories</td>
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<tr>
<td>Future performance standards. (Reward!)</td>
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If you give library staff an hour...

...they will help another.

Self-Directed Achievement
DISCUSSION

Self-Directed Achievement