If you give library staff an hour...

Self-Directed

Achievement

Utah Library Association • May 5, 2016
IN YOUR ORGANIZATION...

What approaches are used to develop people on staff?

What types of learning activities are employed?

What is available to you to pursue training and learning?
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

Today’s Adventure
**Culture of Learning**

**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 for service improvements.
- “That’s not my job. No one showed me.”

**Supervisors**
- Often requested to help with general service interactions.
- Traditional 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.
- Hesitant to share all products & services without comprehensive staff training first.

**Case for Change**
The Mechanism

**PRINCIPLES* OF THE BELIEF CYCLE**

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.

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*Principles summarized from “Change the Culture, Change the Game” Connors & Smith.
SDA DEFINED

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
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
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).”

The Mechanism

- 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
**The Mechanism**

- **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

Meeting Responsibilities

participant
- communicate
- be prepared
- celebrate
- be accountable

Supervisor
- listen, listen, listen
- remove barriers
- encourage
- guide
The Mechanism

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
Read? Hear? Do?
www.vark-learn.com

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

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

ASSIGN:
• PRIMARY 21c SKILL
• SECONDARY 21c SKILL

The Mechanism
Set a goal you will accomplish in one hour. Share it with your neighbor.

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

**PROCESS OVERVIEW**

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

**SUPERVISOR**
- Schedule SDA hour

**WEEKLY MEETING**
15 minutes • 3 questions

LEARN RECORD REPEAT
SELF-DIRECTED ACHIEVEMENT IS NOT A PROGRAM.

IT IS A CULTURE.

The Mechanism
Beliefs are changed through **PERSONAL EXPERIENCES.**

**The Model**

- 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 try to help.
- I don't know how to help.
- I want to help.
- Success!

SDA creates **PERSONAL EXPERIENCES.**
“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
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?

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.
I can’t or I won’t or I don’t need to = LACK OF SELF-CONFIDENCE

<table>
<thead>
<tr>
<th>ENERGY</th>
<th>Spend your energy cultivating EARLY ADOPTERS.</th>
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<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>
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<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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“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.”

- Library Staff Members
<table>
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<tr>
<th>Resources</th>
<th>Developmental Influences</th>
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<tr>
<td><strong>SCRUM DEVELOPMENT METHODOLOGY</strong>&lt;br&gt;<a href="http://en.wikipedia.org/wiki/Scrum_(development)">http://en.wikipedia.org/wiki/Scrum_(development)</a>&lt;br&gt;Commonly used by software development companies in product development.</td>
<td>• Goal structure&lt;br&gt;• Agility&lt;br&gt;• Meeting structure&lt;br&gt;• Accountability</td>
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<td><strong>CHANGE THE CULTURE, CHANGE THE GAME</strong>&lt;br&gt;by Roger Connors and Tom Smith</td>
<td>• Change mechanisms</td>
</tr>
<tr>
<td><strong>MUSEUMS, LIBRARIES, &amp; 21ST CENTURY SKILLS</strong>&lt;br&gt;Institute of Museum and Library Services&lt;br&gt;<a href="http://www.imls.gov/about/21st_century_skills_home.aspx">http://www.imls.gov/about/21st_century_skills_home.aspx</a></td>
<td>• Goal setting&lt;br&gt;• Impact Categories</td>
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<td><strong>COMPETENCY INDEX FOR THE LIBRARY FIELD</strong>&lt;br&gt;WebJunction&lt;br&gt;<a href="http://www.webjunction.org/explore-topics/competencies.html">http://www.webjunction.org/explore-topics/competencies.html</a></td>
<td>• Future performance standards. (Reward!)</td>
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The knowledge I have learned at SDA time has enabled me to be more confident in my ability to assist patrons.

SDA has created a culture of learning and innovation that I do not think would exist otherwise.

Self-Directed Achievement

“I feel like SDA is a safe place to explore possibilities. It is time set aside so that I can work on something to better myself in my workplace. I feel that this creates good feelings among the staff and makes the Library a happier place to work and visit.”

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

“It certainly has an effect on the library as a whole. We are constantly in the learning mode so change and improvement at the library happens all the time.”

“[Without SDA] I think we could face stagnation, and not have enough diversity.”
Thank you!

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Self-Directed Achievement