A Different Way of Doing Business: Cross-Functional Strategic Initiative Teams

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Manager of Innovation & Initiatives-Strategy
Our Itinerary

- Vocabulary
- The Foundation for Change
- The Way We Were
- 1st Iteration
- 2nd Iteration (in progress)
- Random Tools and Things to Try
Vocabulary

- Senior Librarian = Branch Manager
- Manager = 4+ Branches or Department Head
Foundation for Change

- Need for many change agents
- Diversity is key to best thinking
- Want-to and get-to, not just have-to mind-set
- Head and heart - not just head
- More leadership, not just more management
Two systems, one organization

HIERARCHY

NETWORK

GUIDING COALITION

INITIATIVE SUBINITIATIVE

VOLUNTEERS STAFF THE NETWORK
Execution - Our Version
Before

- Cluster model (5-7 branches)
- Services based on cluster
- Collection based on cluster
- Staff focused on their cluster’s strategic work
- Manager is the same for both
- Funding with Manager
- Fairly rigid
Just Before Now

- Branch group model
- Services based on community needs
- Floating collection (user-centric)
- Staff focused on branch strategic work
- Manager for operational work
- Manager over a strategic initiative
- Cross-divisional team focused on initiative
- Funding with Initiative Team
- Bonus: Lean Process Improvement
The New Position
Manager of Innovation + Strategy
(formerly known as I&I)
What You’ll Do: Work downtown at the Central Library as a key member of a team that fosters a culture of innovation and inquiry with a specific role to support activities related to the Library's customer-focused strategic initiatives. Assist executive team with development of a strategic initiative lifecycle. In collaboration with initiative team leaders, guide staff teams with an inspirational vision that encourages creativity, innovation and best practices. Coordinate the efforts of multiple teams from idea generation, prototyping, experimentation, evaluation through implementation. Help develop practices to encourage and support innovation among initiative teams but also throughout the organization. Facilitate design thinking and other workshops, bringing staff together to spark creative synergies and learn from each other. Challenge teams to think critically. Serve as a bridge between teams and help foster collaboration across the system. Help teams with project management, manage timelines, track and analyze resources and capacity. Assist teams to obtain resources, develop and evaluate experiments, negotiate conflicts, measure and replicate success, learn from failures, analyze and communicate results, and ultimately operationalize services or resources. Develop and sustain strong relationships with staff from all library divisions.
You Have: **Curiosity.** **Focused energy.** A sincere desire to improve our community. **Enthusiasm for risk taking and learning from failure.** **Passion for developing relationships.** Interest in developing a new role and program. Demonstrated skill in leading and guiding individuals and teams and **creating a culture of trust and collaboration.** Demonstrated skill in creative problem solving, adaptive thinking and making connections. Ability to facilitate small and large groups. Understanding of or demonstrated interest in and willingness to learn design thinking, prototyping and innovation principles and practices. Demonstrated interest in **business and cultural trends.** Experience with successful evaluation, measurement and accountability practices. Experience with project implementation. Experience with coordinating and managing projects and resources. Ability to organize, prioritize, and manage multiple projects simultaneously. Ability to bring a positive energy, excellent interpersonal skills, cultural sensitivity and a sense of humor to the workplace. Ability to communicate effectively with all organizational levels, both verbally and in writing. Ability to multi-task, prioritize and work independently. Ability to pass a background check after the offer to hire has been made.
The Initiative Teams

Iteration #1
The 8 Teams

- Adult and Family Programming
- Customer Loyalty
- Early Literacy (now Learning)
- Mobile Apps and Virtual Services
- Out of School Learning
- Services to Immigrants and Refugees
- Taking it to the Streets
- Technology Access and Training
The Setup

- 8 customer-facing initiatives
- Approximately 100 staff members
- Cross-divisional/functional
- Anyone could apply - online
- Launched one after another
- Part of change takes courage
- Couple examples to follow
customer loyalty  Build customer loyalty designed for high-checkout market segments, but available to all
adult + family programming
Provide engaging programs designed to reach the specific market segments of each branch
services to new immigrants
Support and welcome immigrant, refugee, and asylee populations in the Global Roots life mode by providing targeted delivery of library resources and programs and access to community networks.
Mini-Grants
Benefits of Iteration #1

• Conversations
• Brought to light things
• A release of energy - fresh
• So many things accomplished
  – Trainings created
  – Allocating of resources
  – New branches trying new things
• Breaking down silos
Challenges of Iteration #1

- Size of teams
- Onboarding and defining
- Supervision and freedom
- Defining roles
- Extreme
- Re-siloing
- So many “Initiatives”
- Who is going to offer what at their branch
- Evaluation
- Funding
So the work of the teams influenced the way we are doing business this year....
Now

- Branch group model - geographic location
- Services based on community needs
- Floating collection (user-centric)
- Staff focused on branch strategic work
- Manager for operational work
- Manager over a strategic area
- Teams vary on situation
- Funding from Strategic Fund - lives at branch
Plus....
Solving for “So many initiatives”

**Mission**
The Denver Public Library connects people with information, ideas and experiences to provide enjoyment, enrich lives and strengthen our community.

**Vision**
An inspired and engaged Denver.

**Focus Areas**
- Early Literacy
- Out-of-School Learning
- Technology Access and Training

**Community Impacts**
IMPACT: CHILDREN ENJOY READING AND LEARNING AND FLOURISH IN SCHOOL AND LIFE.

**OUT-OF-SCHOOL LEARNING**
Executive Sponsor: Susan Kotarba
Lead: Cori Jackamore
Provide targeted and engaging out-of-school learning opportunities focused on science, technology, engineering, art and math (STEAM) for children and teens. This includes Summer of Reading, an annual 10-11 week program serving children birth through fifth grade and teens, sixth through twelfth. The program encourages children to read during the summer months by offering rewards and library programs.

**SUMMER OF LEARNING (INITIATIVE)**
Executive Sponsor: Susan Kotarba
Lead: Ann Schwab
Re-imagine and formulate recommendations for future programmatic changes to Summer of Reading aligned with summer learning loss. This is an opportunity to expand beyond reading and offer youth other kinds of informal learning and activities during the summer. Improved partnerships...
The Summer of Learning initiative team will formulate recommendations for programmatic changes to Summer of Reading aligned with summer learning loss. Recommendations will be based on past performance, researching similar programs, and other information gathering activities. Resources and collaborative partnerships needed to achieve the recommendations will be identified.

We'll be a small team of approximately 6 people. Ideal team members are:
Solving for “8 Initiative Teams”
Solve for “Who is offering what service at their branch”
## Solving for Extremes, Funding, Measures of Success

<table>
<thead>
<tr>
<th>Activity</th>
<th>Funding Needed</th>
<th>Staff Investment</th>
<th>Measurement</th>
<th>What Success Looks Like/Added Information</th>
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</thead>
</table>
| Storytimes (e.g. crafts, props)              | $250 +         | 1-3hr per storytime    | # attended (caregivers and children)     | Tier 1 = 25-35 attendees  
Tier 2 = 20-30 attendees  
Tier 3 = 15-25 attendees  
Tier 4 = 10-20 attendees               |
| Play and Learn Together Workshop (Program-in-a-Box) | $0             | 2-4hr per session      | # attended                              | ELD Recommendation:  
5 Family minimum per program  
7-8 Families to RSVP                                                             |
| Staff Led - Early Learning Family Program     | $0-$250 ea     | 2hr+ per program       | # attended cost per attendee            | Cost Goal: $8 per attendee  
Tier 1 = 25-35 attendees             |
Solving for “Tunnel Vision” View

Number of Children Under Age 18


- Technology Access and Training - Service Plans 2016
- Branch Indices - Services Plans 2016
- Budget Reports - Service Plans 2016
- Early Learning - Service Plans 2016
- Community Demographics - Analytics on Demand - Service Plans 2016
- IT - Service Plans 2016
- DART Reference Survey - Service Plans 2016
- Collection and Circulation - Service Plans 2016
- Office of Children's Affairs Maps 2016
- Adult and Family Programming - Service Plans 2016
Solving for “Who is doing what”

<table>
<thead>
<tr>
<th>Service Priority</th>
<th>Activity</th>
<th>Number per Year</th>
<th>Staff Hours per week</th>
<th>Proposed Budget</th>
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<tbody>
<tr>
<td>Adult &amp; Family Programming</td>
<td>Participation in Lego Contest</td>
<td>1</td>
<td>0.11</td>
<td>$0</td>
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<tr>
<td></td>
<td>Performer-led Adult Program</td>
<td>13</td>
<td>0.74</td>
<td>$1,000</td>
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<tr>
<td></td>
<td>Staff-led Family Program</td>
<td>3</td>
<td>0.26</td>
<td>$200</td>
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<td>Early Literacy</td>
<td>Community Storytime</td>
<td>3</td>
<td>0.17</td>
<td>$0</td>
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<td>EL Dedicated Space in the Library</td>
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<tr>
<td></td>
<td>Performer Led - Early Literacy Family Program</td>
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<td>$500</td>
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<tr>
<td></td>
<td>Phone-a-Story Participation</td>
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<td>0.01</td>
<td>$0</td>
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<tr>
<td></td>
<td>Read Aloud Classrooms</td>
<td>35</td>
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<td></td>
<td>Staff attending trainings</td>
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<td>0.30</td>
<td>$0</td>
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<tr>
<td></td>
<td>Staff Led - Early Literacy Family Program</td>
<td>1</td>
<td>0.14</td>
<td>$0</td>
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<tr>
<td></td>
<td>Storytimes (e.g. crafts, props)</td>
<td>140</td>
<td>8.00</td>
<td>$250</td>
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<td>Out of School Learning</td>
<td>Children’s Programming</td>
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<td>0.69</td>
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<tr>
<td></td>
<td>Teen Programming</td>
<td>3</td>
<td>0.17</td>
<td>0</td>
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</table>

Grand Total

<table>
<thead>
<tr>
<th></th>
<th>Number of Hours</th>
<th>Proposed Budget</th>
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<tbody>
<tr>
<td>Out of School Learning</td>
<td>322</td>
<td>15.96</td>
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Solving for Who is Spending - on what and why

<table>
<thead>
<tr>
<th>Description</th>
<th>Account</th>
<th>Payment Type</th>
<th>Req#</th>
<th>PO#</th>
<th>$ Amount</th>
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<tr>
<td>Crafts</td>
<td>Supplies (7614)</td>
<td>Petty Cash</td>
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<td>Crafts</td>
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<td>Activity Scarves</td>
<td>Supplies (7614)</td>
<td>Requisition/PO</td>
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<td>Yarn Laces with Tips</td>
<td>Supplies (7614)</td>
<td>Requisition/PO</td>
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<td>$6.99</td>
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<tr>
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<td>Requisition/PO</td>
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<td>Go Cars - Set of 3</td>
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<td>Requisition/PO</td>
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<td>$36.99</td>
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<tr>
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<td>Supplies (7614)</td>
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<td>$9.99</td>
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</tbody>
</table>
Benefits of Iteration #2

- Oh the conversations!
- Strategic funding tracking
- Transparency
- Upcoming accountability
- Standardized evaluation
Challenges of Iteration #2

- Who is responsible for what
- Further incorporation of Central Departments
- Strategic vs. Operational way of “doing business”
- So many conversations!
Amazing...but not really!

Try these things!
Host Speed Planning Session
Host an unconference
Talk to your staff

I Have This Idea...

* Required

Submitted by: *
Enter your full name

Position: *
Enter your position title at DPL

Location *
Where at DPL do you work?

Additional Staff Members *
Is there anyone else you are submitting this idea

I Like, I Wish, What if....

This form gives the opportunity to provide constructive, individual feedback, in a simple, concise manner!

If applicable, what team, what activity is this feedback concerning?

I liked...
For example: "I like how we broke our team into pairs to work"

Idea Title *
What do you call your idea?

Reason for Action *
Talk to your customers

we want to know what you think. Cast your vote today by letting us know your opinions below!

**Fiction Collection Arrangement**

1. Would you rather...
   - Keep fiction books arranged by genre?
   - Change and arrange fiction books alphabetically by author?

[Done]
Ask your staff about customers

Dear Staff,

This past year we started asking you to take note of what makes DPL the place we all love to come to work day-by-day, and collecting those stories and each quarter will share them. Thanks so much for all you do and the difference you make.

Stories are shared alphabetically by location.

B&B

- Greeted customer today and he asked me to pass on a "fist bump" to everyone. Library is awesome! I always get the help I need."
Design Thinking
Prototype
Risky Business Program

- Just finished 3rd round
- Iterative process
- Identify the challenge + user
- $2500 to prototype
- Customer + staff input
- Executive Team final decision
- Small team formed to implement
Pop Your Mind Series

- February 2013 - strategic planning process
- Current + future needs of the community
- 37 sessions
- Once a month
- Average attendance 25
- Presenters - library staff, outsiders, voluntary
Allow for some...
We’re still moving a ship...

- Transparency
- Accountability
- Communication
- The right amount of input and decisions
- Iterative changes
- Have fun!
- Take some risks...
IT IS NOT THE CRITIC WHO COUNTS; NOT THE MAN WHO POINTS OUT HOW THE STRONG MAN STUMBLERS, OR WHERE THE DOER OF DEEDS COULD HAVE DONE THEM BETTER. THE CREDIT BELONGS TO THE MAN WHO IS ACTUALLY IN THE ARENA, WHOSE FACE IS MARRED BY DUST AND SWEAT AND BLOOD.
“I did then what I knew how to do. Now that I know better, I do better.” - Maya Angelou