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Today's webinar is entitled The Hopeful Workplace presented by George Needham and Joan Frye Williams. George's credit includes a high profile -- including state librarian of Michigan, executive director of the Library Association, director of member services of the Ohio Library Association and Library Director at the Fairfield Library here in Ohio. He is also part of the executive team in that -- a nonprofit and research organization in the world's largest library consortium. Joan has worked as a successful web Aaron, trainer and evaluator of library services. Internationally recognized library futurist with a special emphasis on innovation and emerging library trend. I now have to introduce George and Joan.

Hello, everybody and welcome to our webinar. Hi, George.

Hi, Joan how are you doing?

I'm hopeful.

We are talking about this in January and the bleak midwinter and time of resolutions not because we aren't feeling are dealing touchy-feely because hope really does matter in the workplace. There are some good evidence that a hopeful workplace is more productive, it's more innovative, it's more humane, less absenteeism, good reasons to cultivate hope. There has been some very interesting research into the effects of hope in the workplace. Particularly in the medical field. Where hopeful work environment has been directly connected shown to improve patient outcome. We are not just talking about this because we want everyone to Pat perk up although that would be nice. We really believe that engendering hope in being pragmatic about making an environment where hope can thrive is a good way to improve the work we do.

It seems kind of strange to be negative starting off a presentation on the hopeful workplace, but I think it's very important for us to say a few things that are not hope. For example, hope is not the same thing as wishful thinking.

Hope is also not a denial. We are not going to suggest that we ignore our challenges, to be a really hopeful workplace, we have to base ourselves on reality.

We also think it is not just about whistling past graveyards hoping you can survive this before something else bad happens.

And hope is in just one more layer of work that you have to add to everything you are going to do. I am really tired of hearing about doing more with less. And learning to feel good about it. You are not going to hear any kind of happy talk in this conversation. We are going to talk about what we are going to do to cultivate a hopeful on barren and without expending more energy than you are spending now. We are going to talk about different with less.

So we are going to cover several things that have been demonstrated to the important ingredients in cultivating the hopeful environment. We are going to -- we are going to talk about meaningful goals, the will

to get there, the way to get there, making sure people have some level of control over their work, that there's a reasonable expectation of success and they stay connected to each other. These ingredients for hopeful workplace are not unlike the ingredients needed to put together a meal. This is the miss on costs. The list of things we are going to talk about in the coming hour.

The miss -- -- the miss on Foss you did not warn me about that one. The first ingredients of a workflow work will place is having a meaningful goal. What do we mean by that? What meaning is the goal has to be something that people will be proud of accomplishing. But the schools the to the pop outcomes the of the people user. Describe that the work you're doing and I'm doing that we are doing is a team will make a significant difference. One way to understand this in terms of legacy, what do we want to look back on and say I am proud I was part of that.

We are really strong believers in looking for meaning he on the library when we are setting goals. We think community focus goals, talk talk about the difference we are making to people around us have more potential to be meaningful you do if we are just looking at internal operations and we are seeing a goalless to clean up this backlog, that's okay, but we really want to connect to the quality of life for the people around us to get to what gives people hope. We also want to be sure that we don't fall into that trap of well, I'm trying to please other people, my goal is not just to make other people happy, my goal is to do something that I believe is meaningful and they recognize as meaningful.

You can make the goal of cleaning up the backlog meaningful if it meant that what you were doing was providing access to material and information that your public did not have before. Suddenly that internal goal becomes an external goal that can have a lot more meaning. So when you're working on these things, part of the necessity to make a meaningful goal is to make sure that the goals are clear. They cannot be faked. They cannot be some amorphous thing that you cannot get your arms around or described easily. And that also means that everybody has to understand exactly what success looks like. What will it look like when we do this right, what does excellent mean in this context?

This is not a call from metrics around 2.6 minutes had been shaved off the turnaround time unless you can really connect that into something people really care about. Clear doesn't mean microscopic. Clear means well understood come at ofthe same images occurring in people's brains.

So the other part of this is you have to prepare for success. Be ready for when things go right. So often.

Stop George. Say that again this is so important.

Be ready for when things go right. I don't know -- I had been in library since the Melville Dewey was in the pants okay, I don't know how many meetings I've been in where the whole topic of conversation is what are we going to do in this things blow up in our face. It is never when this thing catches up like sliced bread. When this thing is incredibly successful. Acting actively replanning is building whole. How are we going to handle when the community loves what we are doing instead of burning torches and coming at us with it for pitchforks. Like Access Keeney. If you are going to plans if you can, you should have a few recipients lined up in advance.

If the only thing you can think of is doing work, if I put in this effort, I am just going to generate a lot more workload for myself then you have not planned adequately. You have to have it figured out how the good news is good news.

So the next ingredient of the hopeful workplace, once you have an idea of fair is going to be is the will to get there. We are talking about a commitment, what the will is commitment, the will as the energy directed toward the goal. And this cannot be taken for granted. This really has to be personally significant. If it is going to be a source of hope. So if you are in a leadership position, you need to share the vision of what needs to be accomplished. We need to describe in a way that the listener really can hear the benefit or the problem resolved from his or her point of view. Not just from yours. Again the killer of hope is running around trying to make other people happy. Going to what is in it for you is not insincere, it is not manipulative, it is about practicing empathy. It is about leveraging, creativity. Because of different levels of authority, there has to be different way to present information or ideas. A good leader, a good team member will put some effort into thinking what with somebody else's brain. It is all right with what the staff ones is different from the what the boss wants. If what they want is different from the Board of Trustees or the Council. But you need to know who who has much interest and in be willing to share information about how an idea affects different people day-to-day work. The boss wants to know about will cost savings, the board wants to be held harmless. People may want to know you know what you are talking about and they won't end up with an egg in their collected or individual faces, but you cannot just say look at it my way, make me happy and do it and expect people to be hopeful. You have to find the win for them as well.

People who are working in teams and groups, they want to be able to look around and CD-R not the only ones who are willing to move toward that goal. Work isn't just a set of tasks. It is also going beyond a task in going beyond compliance and commitment. You can help one another with this because often it is the second person who expresses the will to take something on, who makes it happen. I don't think anybody can grow to adulthood in this country without having seen the wonderful life at least once. You know how when the gym floor opens up and people start falling into the pool, the particle instead of deciding he is going to fight it, he jumps in with them. Well I got the news for you, that is how things work in and a lot of pace places. Being the one willing to help somebody else to take something on is the one that turns a lone nut into a leader.

Here is something else. We talked about this in some other environments, it is worth touching on here. We think hope really thrives in an environment that nurtures consensus. We want to be very clear about what we mean when we say consensus. We do not believe it is important to have 100% agreement on everything. In fact, if you have 100% agreement on everything, either you are faking it and not telling each other what is going on or you are just not trying very hard. It is really difficult, George are you listening? really difficult work with somebody else in the 100% aligned with them at all times.

I couldn't disagree more.

There you go [LAUGHTER]

We have used this slide before and we use it a lot when we are working with libraries that you are trying to build a strategic direction because frequently the hopeful environment requires unanimity of purpose and action, but not unanimity of preference. In order to be hopeful, everybody doesn't have to agree on every detail.

Some people have trouble with an environment that allows any kind of difference of opinion. They see honest difference of opinion of some kind of a conflict, but an environment that defaulted doing nothing rather than having a conflict cannot be a hopeful environment. So there's a bizarre inverted perception here that says if there is no ruffle on the calm surface of the water, the mayor there may also be a total stagnation underneath. If you only do things that couldn't possibly raising the possible objections, that's not really a hopeful

workplace. You are probably just driven disagreements underground or you have gotten paralyzed. Either a stop library or step forward -- Stafford library.

The third ingredient for hopeful workplace is having a way to get there. They concede a goal, but have no clear path to get there, that's not hopeful. People feel hopeful when they know there's a reasonably well thought out, viable plan for getting to where they said they want to be. I think sometimes we tend to err on the side of things that are too well thought out. Down to the tiniest possible detail so that when something in those little tiny details goes wrong, we are suddenly thrown for a loss, we are in a crisis where it wasn't necessary. Hopeful plans are flexible, they allow for mid course correction. If you got your GPS out and then hit a detour, there's a clear way to get around it and get to where you are looking for. But the treasure Mart map, plans can figure out in advance how can there be more than one way to get to the goal in more than one way to cope with successfully.

Hopeful planners start with assets and build up from there. Maureen Sullivan who I was just elected of the president of the KLA and has been consultant library educator for many years brought the idea of appreciative inquiry into the library were dark world of couple years ago and she talks about -- he asked the three questions, before they start anything and that helps you understand what assets you have to work with. And the result of that is your planning is led by a vision not being driven by problems. You are not working constantly to remediate things, you are building on the assets you have. Appreciative inquiry concentrates on abundance and efficiency. I'm sorry, on abundance not the efficiency. It focuses on what is there not what isn't. And always try to figure out how to make up for the fact that you don't have everything.

We know that it's hard to stay appreciative all the time and again you don't want to slip into that Stepford a approach everything is just fine. We want to be the best in everything we do. It is big in our library DNA. Occasionally we will slip into routine of negating by pointing weaknesses. One person might say we have a great step in the person counters yes, but we have taken positions in on and on.

There are people who can find the worm in every Apple. That tends to be just a buzz kill. It makes it hard to be hopeful. Here is a freeze to try. We are not saying don't point out difference, do not suggest a pitfall, but instead of saying yes, but, say yes, and, and that information to conversation. Instead of killing the conversation. These are two really simple words. And I have to tell you, it is a real challenge to make that substitution. I spent all of 2011 on one New Year's resolution and that was to quit saying, but and start saying "and." And George, I'm about 50% time now?

You are doing better than that.

I can always tell when you are thinking about because there's a little pause that is "and" and.

And then I correct myself and yes, but "and." Not easy to make the adjustment that makes a difference if you can go with "and" and allowing the other point of view to exist and you don't immediately generate to who is right and who is wrong to this is not happy talk. This is a very practical message method to keep discussions moving forward rather than letting yourself for other people be blocked. It is about getting a comment in and away that informs and answer the conversation rather than stopping it or negating what went before. It is a real key to engendering hope to be able to find a way to disagree without actually winning or being negative all the time. Trust me, this is harder than it looks. We spent a day or two working at it at this and see what happens it changes the conversation.

Another thing you can do that is not quite as difficult, but still requires a mindfulness is to focus on results. This picture is here for a reason. In the library world, we tend to focus on our own workload. We tend to think in terms of our tasks. And what we are needing to do today. We all have a to do list. The fund firm walking into a bakery and say okay what's the purpose here, how are you -- what is going on in this place, I don't want to hear an answer that says, here is what we offer, we have 100 pounds of flour and sugar and butter, and we keep two professional bakers at all times. Somebody in the backroom is saying, somebody just asked me if we have cupcakes. We have cupcakes for years, the public is so clueless. That is really not the hopeful way of expressing what's going on in your library. You have to keep trying the ball here, it's your job to be accountable for your own performance. To be accountable for the task that has been assigned to your team, your work unit and yourself. But you have to be accountable for the results. Not just ingredients. If you get hung up on whether you have enough flour or sugar, and forget whether they're making cupcakes or bread, it is hard to maintain hope. We are going to have to just that you kind of test this yet when something goes wrong, when you don't get the results you want or things are not going well and you are feeling hopeful, do you immediately start to talk about how somebody else messed up or you don't have enough resources? Or do you begin to start with okay, is there some other way to get the results. Is there something else we can do. So it's focus on results and focus on what you can do with what you've got to get good results. Rather than immediately shift the conversation why there's not enough sugar or why it is somebody else's fault for living it. That in essence keeps the possibility of hopeful alive. Once you establish blame or think about process and not about results, you have lost it.

We hear this a lot. You should learn from your mistakes, but does that mean? Well, somebody who is hopeful, people are hopeful and planning incorporate information from their failures as well as successes. They use good debriefing techniques let such as the plus d-delta to figure out how to avoid making the same mistakes in the future. After a bad experience, it's always something to say, I will never do anything like that again, it is really easy to just say, I touched this hot stove so I will never touch this hot stove ever again. But a more hopeful response will be XMI do something like that, what do I need to do differently, in other words maybe I will make sure that it still was not turned on before I grab the burner. Look for ways that you can learn from the mistake. From the failure and turn that around so it can be used positively the next experience.

This is my favorite slide in the show. [LAUGHTER] I like the last one because it looked like me.

I wish this would look like you. Anyway, [LAUGHTER]

I got a I am a great proponent of hope that is linked to stealth, guile and disobedience. I really believe that the only way to pursue the same goals when the resources are diminishing is to be, you can imagine that air quotes, creative. I've got some of the techniques we used you if the result you're trying to get is to get more kids reading in your funding is cut typically, you cannot keep the same techniques of having weekly class visits. This is the time that you get together with your colleagues in your code, think sneakily, you find a way to beat the system, to be some kind of a library pirate. An element of swashbuckling can really inspire hope. Can get a lot of energy and exhilarating. There some people who really enjoy snatching victory from the jaws of defeat by outwitting the powers that seem to want them to stop and not proceed. Pounding your head against the same process whale things collapse around you and moaning about why the process that should work isn't working, it will kill hope faster than you can imagine. I am a real proponent of coloring outside the lines.

Hold on, sorry. So moving forward, the next ingredient is to have some level of control. This is a tough one for a lot of librarians. They ingredient in the idea of having some level of control worries people because they

either go to one extreme or the other. It is either total control like everything is locked down. No room for discussion. Or any kind of diversion from the path. Or it is anarchy. We are looking at something down the middle here that lets people in the workplace have some level of control over what they are doing and what the outcomes are going to be.

Please, we really don't want to see in the blog sphere tomorrow that George and Jones say that the work -- Dusty when the The Hopeful Workplace I get total control over everything I do without interference, no reference to my supervisor and patrons, I just do what I want and that is the only thing that can make me hopeful. That is not what we are saying here. The evidence we research shows is if you tell somebody they must do things this way at all times no matter what with no judgment involved, they are not hopeful, but it is, there are some possibilities between that and total anarchy that allows people to feeling gauge, but this and say no, you are not accountable. So we are going to talk a bit now about how you can do that.

One is to set low expectations. This is the same deal. You want to be clear but not rigid. To be hopeful, everybody needs to know how they fit into the bigger organizational picture. However, this is about outcome and about responsibilities not about tax that are or not exclusive to particular people. The number of libraries that we had been in and had people take us apart and say, well, they told me I'm not allowed to do fill-in the blank.

For almost anything in that blank.

I am not saying the solution here is everybody gets to do everything. That is our I am going with this. If the message is there's a set of tasks and you are not entitled to them, you are not engendering hope, where the conversation needs to go is this is the outcome we need your help to achieve. These are the responsibilities that you have in achieving it and you are part of this. You are included in the outcome might not excluded.

I think that is really hard for people to -- they feel like their turf is at risk if they include. If the outcome is really important in the goal is important in the service you're doing is really important, sooner or later, everybody needs to know how they are responsible for making that move forward. If you bar someone from the task and you're just talking, but tasks, then they will opt out and not doing good work much was being a hopeful about it.

One of the ways that you can help people have those clear role expectation is to make sure there's open communications with what every unit you are working in. Information is needed for good choices. There's a lot of aspects to this, a lot of facets. One thing is really important is you don't prolong bad news and you don't sugarcoat it. Nothing kills hope faster than the death of a type thousand cut. I strongly believe it is better to take a loss and move on than to leave people hanging or pretend there's no problem and keep going as we always have is that there's been no change, no difference in what we are doing. We are not just talking about ham managers communicate here though. This requires real dialogue in which information flows in all directions. The people on the desks, people in the backroom have every bit as much responsibility to achieve managers informed us managers do to inform the rest of the staff. Unlike wine and cheese, bad news does not improve with age. Whether or not you are a manager and other element of this open committee patient is constructive the back. Feedback involves telling people about the performance as well as alerting them about areas in the performance that might need a little work.

This remind me of what we are saying earlier about avoiding conflict. Sometimes people think that by giving feedback and saying this is not working or I have to tell you that we are looking at all the departments at

budget cuts and I don't want to learn and here's what we are doing about it. Telling people where things stand in what is known and what isn't known is actually more hope inspiring than avoiding the conflict and avoiding the bad news and we are back at the slides of the beginning covering your eyes and hoping it doesn't happen. We see so many libraries where people don't want to be what they think of as mean. So they are dishonest basically. They don't say what somebody needs to do to get to where they are going. They don't give the feedback when it would be useful. They see up the grudges and those are such hope Taylor's. You have to do with the situation at the time you are in it. You have to develop a track record so that you know that your getting the straight skinny even if it is a bad news so they can relax and feel safe that is not something coming up. George and I work in a planning session that involved an all staff meeting. This is part of a longer planning project, but we want to talk to everybody, we had a big community meeting the night before and we had the whole staff in. It was a morning meeting and we got about to the first coffee break and this place was dead. They were just sitting there and we talked, is it asked? what's happening? we took the site somebody who worked there somebody who we had been in a mentorship program, and said what the heck is going on here? And I will go find out. It turned out that the staff was waiting for the announcement of layoffs because why else would there be in all staff meeting? So we came back after the break and said hello, that is not why we are here. The next library down the road, that is what had happened and unusual thing had happened, a bunch of people got together and talking about communication and that could only mean one thing that bad news. This is not open communication. You have to set it up so people know they are getting it from you straight. Good, bad, sideways, however.

In the absence of open communication, what you get is a really active great binder that shares really inaccurate information.

Usually goes close to the worst possible position or interpretation went whether anything is out there.

This topic comes up so often we can do a whole webinar on this. Sometimes when people say, oh, we need better communication. What they really are saying is I don't like what he just said. So open communication doesn't mean happy, happy communication, it means telling what can be known, when it is known at the level that it can be actionable. It's okay to say I don't know. It is okay to say that decision won't happen until February. It is okay to not know the answer. All you librarians work to do is I do not know that is all right with you, but it is really okay to admit that rather than to sort of avoid the conflict and go underground or worry about the pushback if you say something people don't like. A lot of complaints we hear about communications are really differences of opinion rather than poor information flow. Some of that is based on information flow that sold sporadic people don't trust it.

I like this one too.

I like this slide. You know which side I get. Like we were saying earlier, I think we can eliminate some barriers to success by focusing on results. Rather than just on particular techniques. A great way to build within the workplace is to empower people to try an alternate route is the normal routes are blocked. There's nothing shameful about blazing a new trail. There's nothing shameful about course correction based on new data or give it is okay not to follow in the footsteps of your forefathers and mothers if you have agreed on the goal. I think that is the thing that gets left out. People talk about Word should turn right or left and they don't talk about where you are supposed to in the. We think that if people in the workplace they must follow a particular path, there's only one right way to get to the goal, you are losing both the energy and creativity and you are also killing Hope.

This kind of reminds me when the Rubik's cube came out. I solved it in about three minutes because I peeled the little labels off each areas and put them in the right colors.

Your goal is to have it look colorful the wait way it was supposed to, right?

Exactly.

Eventually you brought up something that is important. You need to know what the actual goal is before you yell at somebody about whether they did it wrong. Some kind of agreement on that probably important. If people get their, you need to recognize it.

Know, when people get their innate to recognize it.

Good. That's positive.

"and" [LAUGHTER]

Recognition for performance, effective performance really is a powerful motivator. And an important part of hopefulness. Most people want to obtain some kind of recognition and they may not want to publicly, some people don't want to be held up in front of the staff meeting. It needs to be individualized. Recognition fosters more of the action that the appreciative inquiry has identified. It helps build hope. Notice when somebody gets it right.

This isn't just for the stars. Every organization it seems has stars. The people who really shine and do a great job. We have a set of care at OCLC when every month some that he gets a Star award. That happens when somebody outside of OCLC tells a manager or Joan Frye Williams something about somebody in the staff who went above and beyond and help to the problem. We instituted the costar a ward, whoever was selected as the star got to name two or three people who made it possible for them to do what they did so that the recognition gets spread around and everybody gets a chance to recognize people. You have to make a link between the work that's done in progress toward the goal to make that recognition meaningful. You have to show how the work contributes to positive results.

This is not just recognition from high. I think the most effective way to engender hope is to support each other. For one reason, the people around you, not right in where you are who know what you are doing. And really understand what is good about it. When we visit libraries, you can always tell when we are in a hopeful life. Because the staff start telling positive stories about each other and about each other's achievements and you can always tell we are not in not so great library, they take us out in the call and complaining about each other. This is not again the happy happy, look, don't everybody self-esteem and a star on the refrigerator, this is about noticing when good work is happening in moving people towards a goal and acting like it matters. And not just taking it for granted. And showing that you can tell the difference between a good effort that moves us forward and just showing up and going through the motion. People who are making an effort, who see people who are just going through the motions being treated the same way lose hope.

So the next ingredient of the hopeful workplace is a reasonable expectation of success. Please, please notice that adjective, reasonable. Reasonable is what is needed. Not a guarantee nor certainty but reasonable that can be accomplished. Management does not have the responsibility to prove that something will work before it directs work toward a certain goal. It just has to prove that is worth a try. Success doesn't have to seem easy.

There's a balance to be achieved. People will lose lose interest for work if it is not sufficiently challenging. Charlie Chaplin with them big ranches in modern times, you get into that routine that doesn't feel challenging at all. On the other hand, people will lose hope that they feel like the goal is unattainable and the one place where we can see this over and over again is in library mission statements. We will be the premier source of information for the people of thunderstorm colony. Really, did George will shut down, Google shut down, Wikipedia should down. If you set the gold so high and it is not achievable even in a fantasy state, people will have a hard time getting behind it and focusing around in a meaningful hopeful way. You don't have to just dream small. But it helps if you don't have to invent everything yourself. One of the ways we can be hopeful and feel like we have a good chance of success is to look to analogies and examples. We can steal basically. We can appropriate ideas and techniques and strategies from a variety of sources. And paste the entire consultancy on this on importing things from other places that have worked in saying maybe we can put that to work in a library. Please note that some of the most inspiring sources are not libraries. Good examples can come from lots of places. Some of which have never heard of the Dewey decimal system. I'm sorry. -- owns the Dewey decimal system. I hope you have that in three bucks and a cup of coffee. The other thing about analogies and examples is we do not need to duplicate them exactly in order to make use of them. That is why there's pictures here. If you work by analogy, the Burrs and how they stick to things and inspire the way the pro- works, if you say, I can take this concept and apply it in the new way. I can see a relationship and echo it somewhere else. If we can ask how we can be like someone or some institution that has exceeded other than copying exactly what they have done, and rather than just focusing on the ways we are not like them, there's a lot we can do to be creative and inspire hopefulness. This is another place where yes ,-com,-com ma "and" can be beautiful. Analogies are also good communication tools. A good way to communicate ideas to people with different backgrounds or perspectives. If you're trying to describe something that everybody can understand and it is new to them, finding an analogy that is familiar to all of them is really useful. When we were working on the original service plans for the Cerritos Library, we were trying to talk about the service -based model, and somebody came up, this is the Club Med for your mind. And that stopped. The holiday learning, this is fun, vacation from the rat race, exciting, we were able to use an analogy. We did not actually give people pop needs and serve beverages. At least that gestalt to indicate that to people the kind of flavor we were looking for. It was a great analogy that help people make good decisions.

The interesting thing here too is there are also people as well as processes that can actually provide analogies and provide inspiration. We don't necessarily are talking about formal mentoring relationships, really what we're talking about is just the idea that you see other people in the community who may be doing things they think are interesting and deep you go and or you can see people within your own institution who you think could use a hand and it is just you can do it, I will help. Not necessarily I will take over, but it is a matter of expressing a willingness to be part of their process.

I want to back up just one thing about that. It is also a pleasure for the mentor.

Absolutely.

I have been a consultant since 1982. One of the things I'm proud of his I have encouraged a number of other people some of whom initials are GM to get into consulting because the pleasures of this kind of work and the challenges are interesting to share and there's room for people to do this kind of thing. It is satisfying not just to get help from a mentor, but to be a mentor. So offering yourself for daring to ask someone who had some success to help you out a little bit, it is not a big a favor as you might think except George, in your case, it was [LAUGHTER]

I want you told me.

I do.

Something else, too. I love this slide. We need to train ourselves that surprises are not all bad. Not all out of the blue events are necessarily bad news. Sometimes a surprising change can be a good thing. Even on the face of the upheaval looks very daunting. It can be a good thing. No calls are welcome but not expected, but welcome. But once in a while something happens out of the blue and we just don't want to hear it. If we are really engendering hoe, we can look for the pony. We can try to figure out what might be good about it and look for how could be exploited.

This might be one of the important ones one ingredient we will talk about today. It is connection to other people. It is extremely hard to be hopeful when you are all alone. If you look at the data about why people go to work, yes, they need to make some money, they need to pay the rent and buy the groceries, but once that is squared away, the main reason people go to work is for connection with others. To matter in some kind of communal way. So we are going to talk about ways to stay connected to the people you work with because if everything else is going crazy, this is the one that will get you through.

The first ingredient to this is to stay civil. We have a responsibility and it is both professional and legal to maintain a civil workplace. This means extending stability to everyone on staff, internally and externally to staff, two users, two board members. Again, it is mutual. Nobody, not managers, not staff and users have the license to throw temper tantrums. To be nasty to one another or install a needed rigidity. This doesn't mean you can make people be civil and the air quotes that she was talking about a minute ago. It is required that you lead by example. Treating everyone with respect and making it clear that you expect the same of them. I think we are not -- somebody said that they can Miller just noted that stability is lacking these days, to turn on the TV whether sitcom and lyrical debate, you see that lack of civility over and over again. That doesn't mean that you are living in an unstable world. You have to be in civil, make the effort to say good morning. Remember what your mom told you, say please and thank you. It doesn't change the wall, but it makes the world a better -- a more pleasant place.

Another part is to be generous with one another. When in doubt, choose generosity, make yes the default. We need to start thinking about ourselves and our services and talents in terms of abundance instead of scarcity. When we think about it this way, we will be more generous with what we have to offer and that will inform the civility in the places we work.

I want to say one thing about generosity in a library context. Sometimes we stretched to demonstrate our knowledge by pointing out the flaw in somebody else's work. Just pointing out the flaws. It is much more generous to say, I think this needs a little work over here and I will help you.

Right.

You don't want the typo to go out. You want things to be good. But just to criticize somebody for the typo, and go on your merry way and save my work is done, is very different than to go in and say I think we have us pod -- I spotted something here, let's fix it. And to volunteer some support for the remedy rather than sticking someone with a problem. I think this is something we can all do for each other. It doesn't require any kind of particular authority. To be this kind of generous. It's surprising how often we are more than happy to point out the difficulty that someone else needs to take care of without lending at least offer that we will help

them if they want help.

Some folks when they hear about it, great, I got it and they want to do it by themselves. It's generosity means I will be part of the solution and not just explaining the problem.

Let me point you, Joan on the chat. We have a couple questions that are interesting. How does that average member as is the non- pursuit participatory to be more open and hopeful creative and innovative. Is there hope for this type of workplaces? I think you identified one of the ways in making this happen right in your question. Allison, making people know what you need. If you work better in an environment where its participatory and open and civil the money you can make that not necessarily basing it in so many words, but by modeling that behavior.

I would also turn this upside down and save maybe one of the things is to go to whoever that is find out what they need. To actually go in and say, I want us to work as well together as we possibly can, what do you need from me? a lot of people at and management to have a rap about not being participatory or not being creative or whatever, have not had the opportunity to describe what it is that they want back. We hear from a lot of managers who are not happy with staff work that doesn't address the realities of their lives and of course we are always beating up the manager and save you have to say what you need. Not all staff people particularly if they are not confident in their management style are willing to admit what they need from somebody else. You might start a conversation not by asking for something, but by offering something and saying look, I want to make you as effective as possible, how can I help with that.

Mary Wilson asked, how do you stay honest and be civil? I hate to work in a place where you -- I understand that there are times where honesty requires you to perhaps say something that may be unpleasant to somebody.

Wait a minute. Civil doesn't mean a key nice -- fake nice. It doesn't mean dishonest. Civil means you don't immediately go to ad hominem argument. Civil means that if somebody hands you something even if it isn't something that you don't want to be handed you say thank you. Civil does not require in on -- in authenticity. It doesn't mean that you have to go out of your way to future. I know people who use this agreement about fact has an opportunity to smite someone. That is uncivil and uncalled for. You can think someone is absolutely nuts in their idea and say look, I don't agree with this idea and here's why and I think we would be better off doing that, that is not being uncivil. That is just a difference of opinion it is when you switch over to I don't understand why you're being so stupid as to his to suggest it now you're being uncivil. Civility is not the same as faking it or anything else. Civility is focusing on the content of the work rather than making it a personal. I could tell you that you are not getting a check, I don't mean you personally, anybody who works in the library's not getting a check for being happy. They're getting a check for being productive. Your heart and mind, what you think is up to you and nobody else's business. How you behave and what you show in the way of your work really isn't about expressing your innermost feelings. It is about focusing on the work and doing a good job and being civil about it. If you really need to go out in the parking lot and scream and then come back in, do what you need to do to take care of yourself. But it is entirely possible to be polite to somebody you rabidly disagree with and in fact, when you can, it makes it easier to resolve the disagreement.

We have to be flexible enough to bounce back home even if we are thrown up against the wall.

We should not have abandoned our friend just because they are pokey. I'm sorry [LAUGHTER]

Sorry.

When in doubt, we really recommend trying to chew some kind of flexibility. Libertarians tend to be a one right answer culture. I just did a little red then we have to remember that there's always room for equal al opportunity opposing positions. A lot of ways to get this stuff right. There's really not a right answer. George and I've been working long enough to get a, we have employed something that comes out of my family that you can actually reach the end of the discussion would know the solution and given by saying okay. Today it is your turn to be right. I will be flexible. I will roll with it your way and see what happens. I'm going to look at the same kind of resiliency from you if it is all about fighting to the death and the midget, you're not going to be hopeful. If it is about getting maybe getting your turn and let somebody else get their turn and lose some weight and more flexible you are likely to end up more hopeful. I love this picture.

I just like the rubber ducky myself.

It is also true. You cannot do right by others if you don't do right by yourself. That cuts two ways. You have to make a priority for self-care. You also have to accept it's your job to make sure you are comfortable. It is not other people's jobs to make sure you're comfortable. It's an important part of service responsibility in the workplace when we look at hopeful groups of people. They are all pulling their weight about their own happiness. They are all trying to make their sure they are comfortable and trying to take positive steps to get that. The victim saying or the zero something that says some else is happy then I have to be miserable, or that if I am not happy, then somebody else needs to straighten up is not going to engender hopefulness. This really so much more that you can accomplish together. We talk about teamwork. It really makes a difference. We see that if people work in teams and learn to trust one another as a team that the work is better in the hope is higher. Trust must be owned. There's no question that trust doesn't just happen automatically. You cannot wake up today and save trust everybody we are not asking to be a chump here. But some people do go into new situations expecting to be let down. If you want to engender hope, one thing we recommend you try is giving trust a chance. Staying open to the people that might disappoint you. It's difficult and we think it's vital and ultimately that can be freeing.

Kind of the difference between a good friend and a great friend. A good friend will come and bail you out of jail. A great friend will be sitting next to you in the South saying , that was fun.

In fact if it is not fun, you find ways to make it fun. A well-timed joke or unexpected observation, it can really help ease the strain and relieve the stress and make everybody feel a little more hopeful. It is just a little humor can go a long way the right kind of humor. And finally, I think one other thing is it's really important to show gratitude. I am copying one of Joan's, it is true, there's research out there that if you actually express gratitude, I am saying out loud to somebody else each day, you actually build your own hopefulness. You actually build a better outlook on the world. This is especially true when things get going tough. When things are really beating down on you and being able to just take a moment and say cheese, that was a good cup of coffee. That person who just came in and said thanks and really made my day. Any kind of way that you can express gratitude can really help make a hopeful place.

There's bring signs that if you express out loud some gratitude, you start to feel more hopeful and you will lift some of the negative feelings you might have had that are totally unrelated and they don't know why it works, but it does.

If I love this. When I first saw this I thought that's it. That's it. If you are going through, keep going.

Whatever you do, don't wallow. Whatever you do, don't stop and say O no. If things are really bad, just keep trying to change the game. The last thing less message here if you want to engender hope, don't give up. Hope really is not something that can only be when the sun is shining. Even if the hope when things are rough, if everybody can agree, they are going to keep going. It can make a difference to the people around you. This is a situation where leaders emerge. This is a situation when times are not all perfect when some, but he can say well, we have to make it fun. We have to use stealth, guile and disobedience. We have to support each other we have to keep moving and not just settle for how it is right now. I something different. Do something else. Well, this wraps up the slides that we have for the presentation. There were a lot of incredibly good questions that went flying by over the last seven minutes. I think what John and I will do him a wee will take a look at the transcript and you may see these questions coming up in the future podcast that will include some of the tips on how to do some of the things we talked about today, but we hope we provided some practical techniques for you to try, that will not cost you anything that you can give a shout and, please, us know how they worked out. You can get a hold of us in the e-mail address, it goes to both of us and we beat it. Thanks for listening and thanks to everybody who participated in the chat and ask questions in the Q&A section. We would like to think Stanley Strauss, Arlene and Chuck O'Shea, for their production and support. At this point I will toss it back to Ivy League to wrap up. Thanks for listening. Thank you, Joan.

Thanks, George and everybody.

We had a question about the podcast version. It will be linked on the same page that you found the webinar today as well as the close caption transcript that should be up in a day or two. Things again to George and Joan and thank you for listening and have a great day.

[event concluded]