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PI

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■ Librarians who use  
process improvement

■ Librarians who wish  
this was really pie

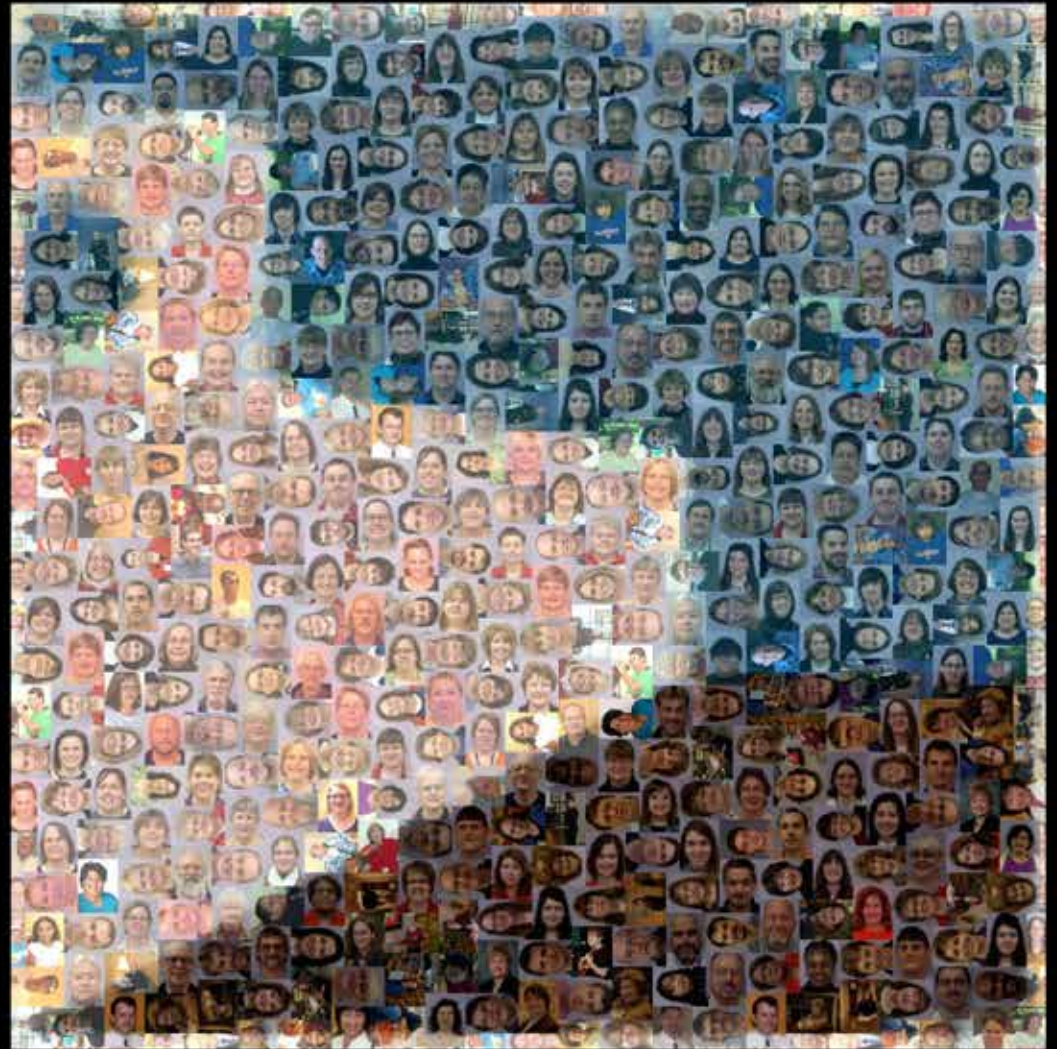


# Topeka & Shawnee County Public Library



[www.tscpl.org](http://www.tscpl.org) | [@TopekaLibrary](https://twitter.com/TopekaLibrary) | [Facebook: www.facebook.com/TopekaLibrary](https://www.facebook.com/TopekaLibrary) | [YouTube: www.youtube.com/TopekaLibrary](https://www.youtube.com/TopekaLibrary)

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225 employees  
1 building  
+ 4 bookmobiles  

---

1 unified brand

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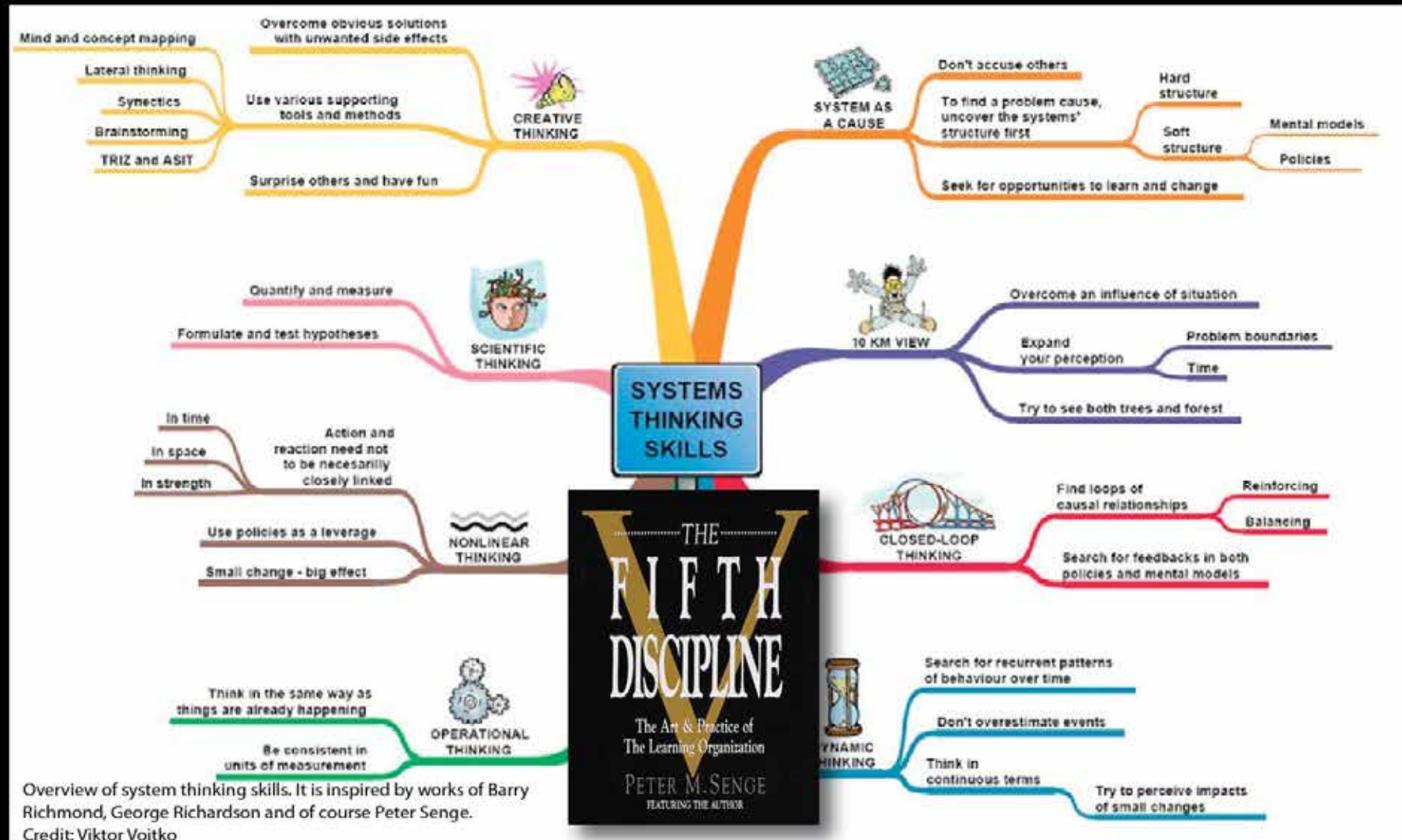


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# Process Improvement: Using data, tools and a process to analyze and evaluate something you are doing to ensure you are getting the best results



Overview of system thinking skills. It is inspired by works of Barry Richmond, George Richardson and of course Peter Senge.  
 Credit: Viktor Voitko



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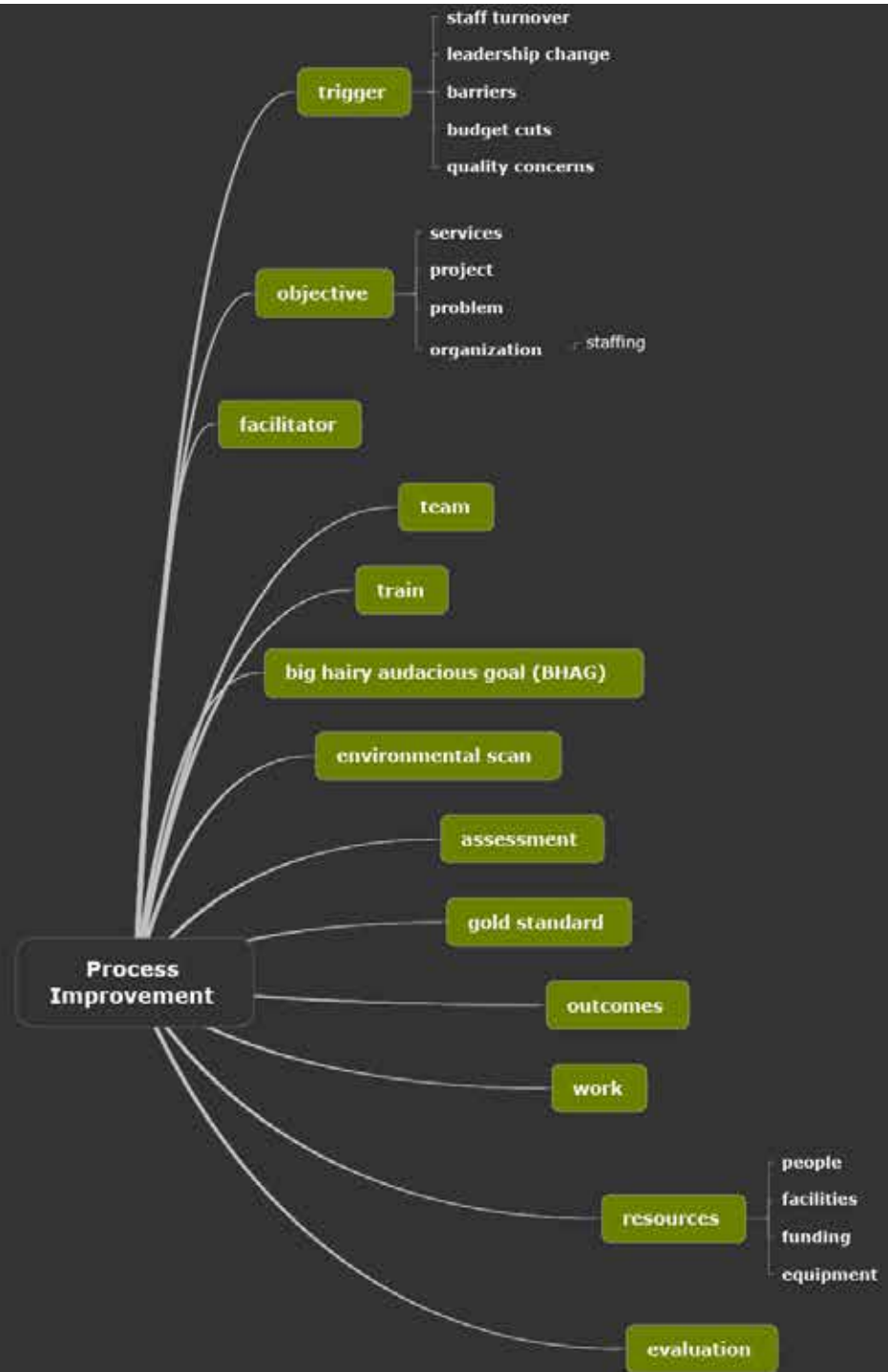
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"I Believe"

"I Feel"



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# PI Triggers



- Turnover
- Leadership Change
- Barriers
- Budget Crisis
- Quality Concern
- Sticking My Nose In

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# PI Triggers con't



● Fighting

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A hand with pink nail polish holds a magnifying glass over the word 'LIBRARY' and a large 'PL' logo. The magnifying glass is positioned over the 'LIBRARY' text and the top part of the 'P' in the 'PL' logo. The background is black.

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PL

What's the objective?





**Facilitation** is the art and craft of helping people work together to achieve great things



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# PI The Team

Who are they and what do they need to know?



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# PI Team Training

## SEQUENTIAL

Dealing with things and ideas one after another or in order

## LOGICAL

Able to reason deductively from what has gone before

## OPEN MINDED

Receptive to new ideas or differing points of view

## EMPATHIC

Able to understand how another person feels and able to communicate that feeling

TRIVIA TEST 2012

- Individual 10/15 Team 15/15
1. IN WHICH KANSAS TOWN DID THE CHAIN OF PIZZA HUT RESTAURANTS OPEN ITS FIRST STORE? **Wichita**
  2. WHAT BULL TERRIER WAS ADVERTISE...

TRIVIA TEST 2012

- 7/15 TEAM 15/15
1. IN WHICH KANSAS TOWN DID THE CHAIN OF PIZZA HUT RESTAURANTS OPEN ITS FIRST STORE? **WICHITA**
  2. WHAT BULL TERRIER WAS BILLED AS "THE ORIGINAL PARTY ANIMAL" AND USED TO ADVERTISE BUD LIGHT BEER IN THE 1980S? **STEDS MAREWZI**
  3. THE CALDECOTT MEDAL IS AWARDED ANNUALLY TO WHOM? **AN AUTHOR**
  4. WHAT IS KANSAS LARGEST LAKE? **THE TOTTEN @ ONA #GAGE**
  5. IN ORDER TO HAVE A FRIDAY THE 13<sup>TH</sup>, A MONTH MUST START ON WHAT DAY OF THE WEEK? **TUESDAY**
  6. WHICH COLORADO SKI RESORT IS SO CLOSE TO I-70 THAT ONE CAN SO IT AND LOOK DOWN AT THE FREEWAY BELOW? **LOVELAND**
  7. WHAT COMPANY MAKES THE CANDIES MILKY WAY, KUDOS, 3 MUSKETEERS, MARS, SNICKERS, DOVE, AND TWIX? **MARS**
  8. WHAT IS THE PRESCRIPTION DRUG NEXIUM MOST COMMONLY PRESCRIBED TO TREAT? **SAD BEATH**
  9. WHAT HARLEM RENAISSANCE ARTIST'S WORK HAS BEEN REPRODUCED AS A MUR AT 12<sup>TH</sup> AND LAKE IN TOPEKA? **ARNO DOUGLAS**
  10. BETWEEN 1864 AND 1866, 34 STEAMBOATS PADDED UP THE KANSAS "KAW" RIVER. HOW FAR WENT DID ONE OF THEM MAKE IT? **MANHATTEN**
  11. WHAT DOES THE ST. PATRICK'S DAY PHRASE "ERIN GO BRACK" MEAN? **BRACK IS WHAT LOGGERS WHEN YOU ASK TO ASK green beer**
  12. WHAT IS THE NAME OF THE LIBRARY'S PODCAST FEATURING LIBBA STALEY AND THAD HARTMAN? **HUSH**
  13. THIS KANSAS EDITOR ONCE SAID THAT "KANSAS HAS THE 90X SEATS OF THE WORLD'S THEATER AND CAN ALWAYS SEE THE FIGURES, ISSUES, EVENTS, CAUSES, AND CATASTROPHES WAITING IN THE WINGS FOR THE CUE FROM FATE. FOR THINGS START IN KANSAS THAT FINISH IN HISTORY." NAME THAT EDITOR. **LEW GEART**
  14. TOPEKA PUBLIC LIBRARY MOVED TO 10<sup>TH</sup> AND WASHINGTON IN 1953. WHERE DID IT MOVE FROM? **LAWRENCE**
  15. NAME THE TITLE OF THIS HIT BEATLE'S SONG THAT BEGINS WITH THESE LINES:  
IT'S BEEN A HARD DAY'S NIGHT,  
AND I'VE BEEN WORKING LIKE A DOG,  
IT'S BEEN A HARD DAY'S NIGHT,  
I SHOULD BE SLEEPING LIKE A LOG,  
BUT WHEN I GET HOME TO YOU,  
I FIND THE THINGS THAT YOU DO,  
I WILL MAKE ME FEEL ALRIGHT.
- OB LA DI OS LA DAA

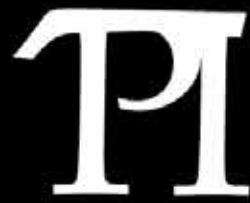
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# Scan your environment



Google reader

All items

Search

+ Add a subscription

- Home
- All items (29)
- Starred items ☆
- Your stuff
- Trends

## Recommended items

Show: new items - all items Mark all as read

- Boing Boing The southern lights from space - Astronaut Ron Garan takes
- The Daily Dish | By Andrew Quote For The Day - "By the time I feed my family, I have ma
- Edge Magazine - Main feec Foldit players solve AIDS puzzle - Gamers model retroviral p



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MAGAZINE: PCWorld Windows Fixes

**WorkForce Pro** Run your business at full speed for less. The Cheeky-Fast Epson WorkForce Pro.

**EPSON** learn more

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### COMMUNITY VOICES

## Coworking at the Public Library

By Phil Sisco PCWorld Oct 13, 2011 3:23 PM



Coworking is a modern work innovation where people in various creative professions share a common work space, synergizing their talents and making best use of fixed-post resources. Here is a portrait of how coworking might develop in public library spaces as public libraries transform themselves in coming years. Architects, take notice.

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- Antivirus/Antispyware
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- Lighter, faster PC protection

ips scientists solve decade-old problem - The

- These pictures were made on my birthday (e

ors 1000 times faster? Use this glue. - Mashab

ly finds students with Apple's iPad perform be

The skyline aspect of the cup puts a novel spi

er walked... - My parents hated going out to

re Talks Loving Game of Thrones and Why

division renamed 'Qwikster,' adds games-b

Appear on "The Colbert Report", Announc

the final serial comma - If you ever have tro

Cage a vampire during the Civil War? This

est Sperm Bank Says They Don't Want You

# PI Assessment

## Databases



We have lots of databases

Choice

available remotely

Cover a broad spectrum

Strong partnership w/ State Lib.

fairly easy to use

good support staff

free to customers

Negotiable on price

DB are more timely than print

ADA accessible



Can't embed Ask a Librarian

Slow, slower than Google

hidden on our website

Names of DB are unclear

We don't market them

don't know how to market them

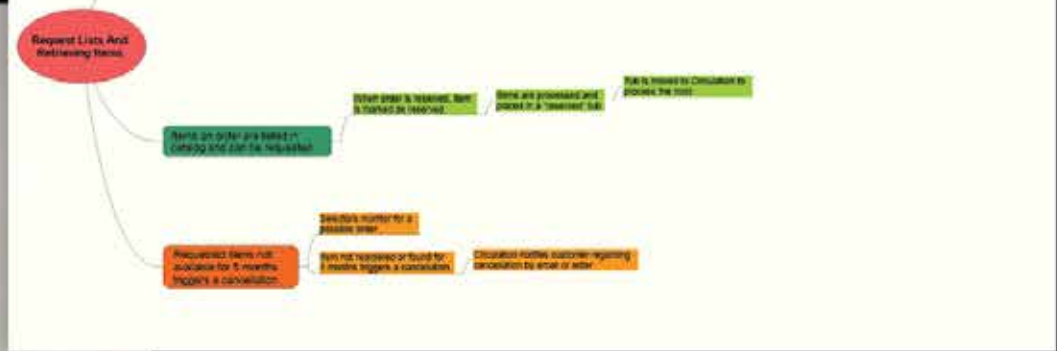
all work differently

Some are expensive

don't know ROI

outdated pricing schedule

No way to know if customers are finding what they want



	Easy/Major	Difficult/Major
Major	7	(9, 10) 13 6 (14, 15, 16) 12 3 18 19
Minor	(17) (1, 4) 22	(5) 8 (11)
	Easy/Minor EASY	Difficult/Minor Difficult



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# Gold Standard



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# Outcomes

What will it look like when we're done?

gallery PI 9-22-11

Reference Interview -  
interested in learning more  
about reference interview  
sources, webinars, RUSA,  
user experience  
ask reference librarians to  
recommend some sources  
- invite librarians to be part of the  
reference process

Are we marketing?  
Are we selling?  
How do we move people from  
seeing art to forming a collection?

Are we committed to  
meeting people where they are?  
Kansas Masters exhibit is  
good model  
- fast, takes education  
- broad appeal  
- guides them to levels they  
didn't expect to go to  
- accessible  
- value added thru conversation  
- don't overwhelm them at first -  
"Could I tell you a little more  
about it?"  
- Feedback/discussion

Build trust thru good  
experiences & building  
relationships.

Heather related bad experience  
of exhibit. Curator made her  
feel she had to pretend to  
understand.

- Need to make people feel  
comfortable. It's ok not to get  
it to ask.

- Have to open the door - "One thing  
I like about this..."

- Physically move gallery  
- Introduce art to people who don't visit the...

Taking the concepts of why  
people like something

"If you like this, maybe you'll  
like this..."

"Here's something <sup>and</sup> will give you  
a similar feeling"

Part of education process / plan  
for a show is to have a

display of books, list of resources,  
eg. websites, additional info

- Could use QR codes - click on  
to take right to book in our catalog

TO DO

Develop summary dist of educational  
interests & components

Themes

Example Book Arts Exhibit

Topic chosen: storytelling

- 1) Part of library's mission
- 2) Why people come to the library
- 3) Artist tells a story
- 4) Artist makes a decision about  
what element of a piece
- 5) Knowing the story makes the  
experience more exciting

Themes cont

How artists put elements together -  
medium, subject, etc to tell a  
story

Use format

Mission, vision, goals of  
Introduction, body, conclusion

Outcome / goal -  
What do we want to achieve?

- to move the BHA 6 forward

Macro-level - for the year  
Micro-level - for each show

one approach - work our way thru the  
mission

Start w/ this  
"we're going to  
get art this y  
Approved / process  
start w/ notes  
discuss inclu  
time & reach  
elements of gettin  
- Use Call of D  
of people IDEAS  
- wisdom of the g  
- Van Gogh project

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# Work

What's the to-do list?

*TO-DO*

*Increase cardholders*

*Increase circulation*

*Address wait times*

*Implement self-checks*

*Work on Gina's presentation*

*~ Lisa*



# PI Work Plan

Index	Goal	Project	Action	Timeframe	Who is Responsible	Status Update
1.3.1	Create service equity with regards to access to library materials regardless of the distance someone lives from the library.	Create library services that deliver materials directly to our customers.	Create Library @ Work pilot project with Stormont-Vail	10/31/11	Thad, Marie, Paul, John	Complete
1.5.1	Create service equity with regards to access to library materials regardless of the distance someone lives from the library.	Increase usage of digital downloads on the digital branch.	Implement new eBook and eAudio platforms in conjunction with State Library.	12/31/11	Scarlett, Jeff T	Complete
2.1.4	Organize staff, schedules, and workflow based on changes to outreach services.	Find ways to better utilize staff time and assign staff to tasks appropriate to their classification level.	Evaluate hours Bookmobiles are out. Would a reduction in hours be beneficial enough in terms of freeing up staff that it would warrant what we would lose in service levels?	12/31/11	Thad	Complete - Do not reduce hours
4.1.1	Make decisions about specific services based on data.	Utilize CommunityConnect, Polaris, and other relevant data in the best way possible.	Divide up the county into sections so that we can deploy services to each section in the best way possible.	12/31/11	Thad, Paul	Complete
4.1.3	Make decisions about specific services based on data.	Utilize CommunityConnect, Polaris, and other relevant data in the best way possible.	Develop ways to measure and track use of Library @ Work service.	12/31/11	Thad, Paul, Shannon	Complete
4.1.4	Make decisions about specific services based on data.	Utilize CommunityConnect, Polaris, and other relevant data in the best way possible.	Develop ways to measure and track use of digital downloads.	2/29/12	Thad, Scarlett, Paul	In process - Will be difficult (may not be possible) to get the information we need from Overdrive
1.1.1	Create service equity with regards to access to library materials regardless of the distance someone lives from the library.	Create library services deployment similar to customer experience at the main library.	Develop plan that anticipates the replacement of Bookmobiles with similar vehicle-based services.	3/31/12	Yes Group	In process - Yes/No groups meeting together to create outreach

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# Organize around the work



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# Apply the Right Resources



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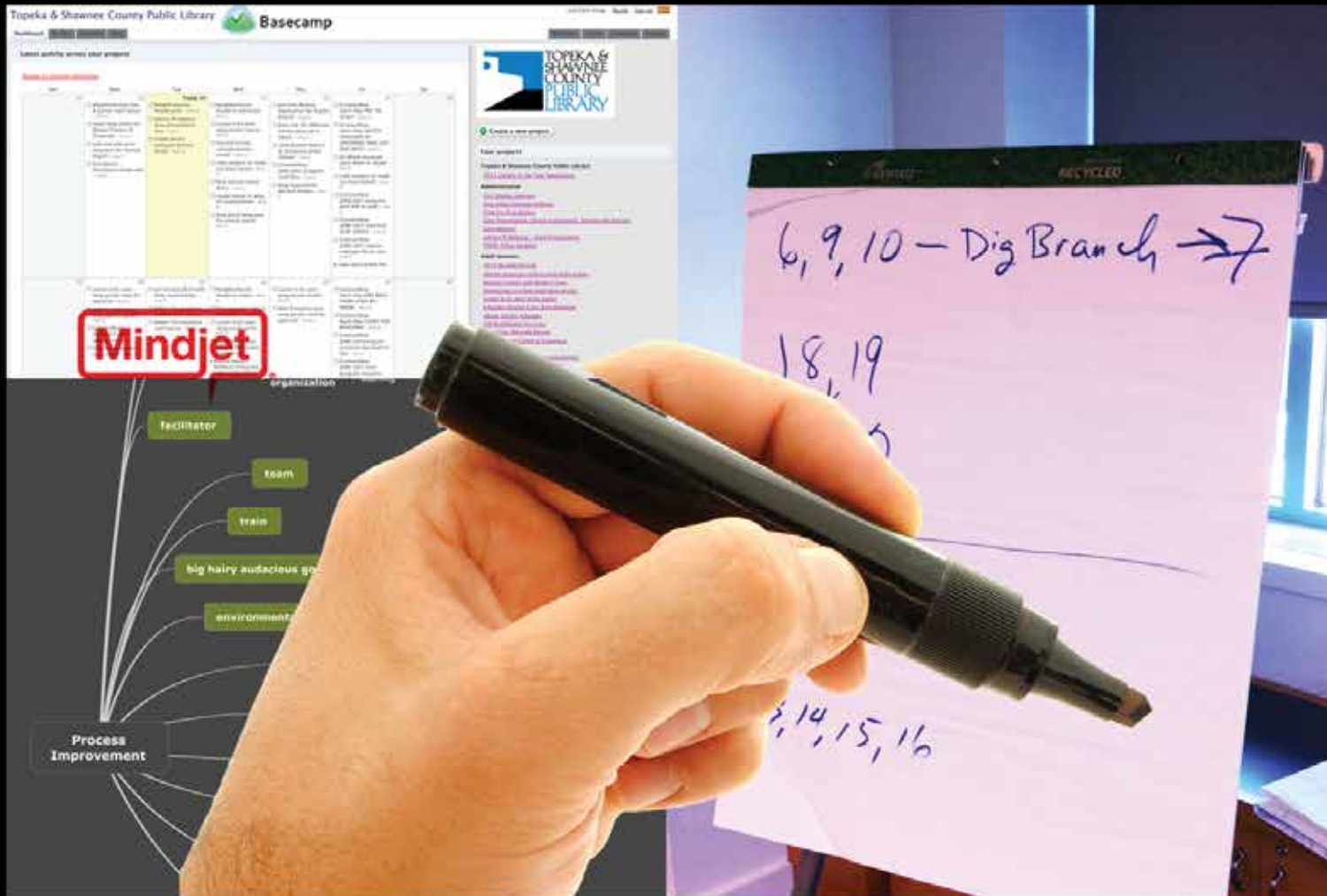
# PI Process Improvement

# It works!

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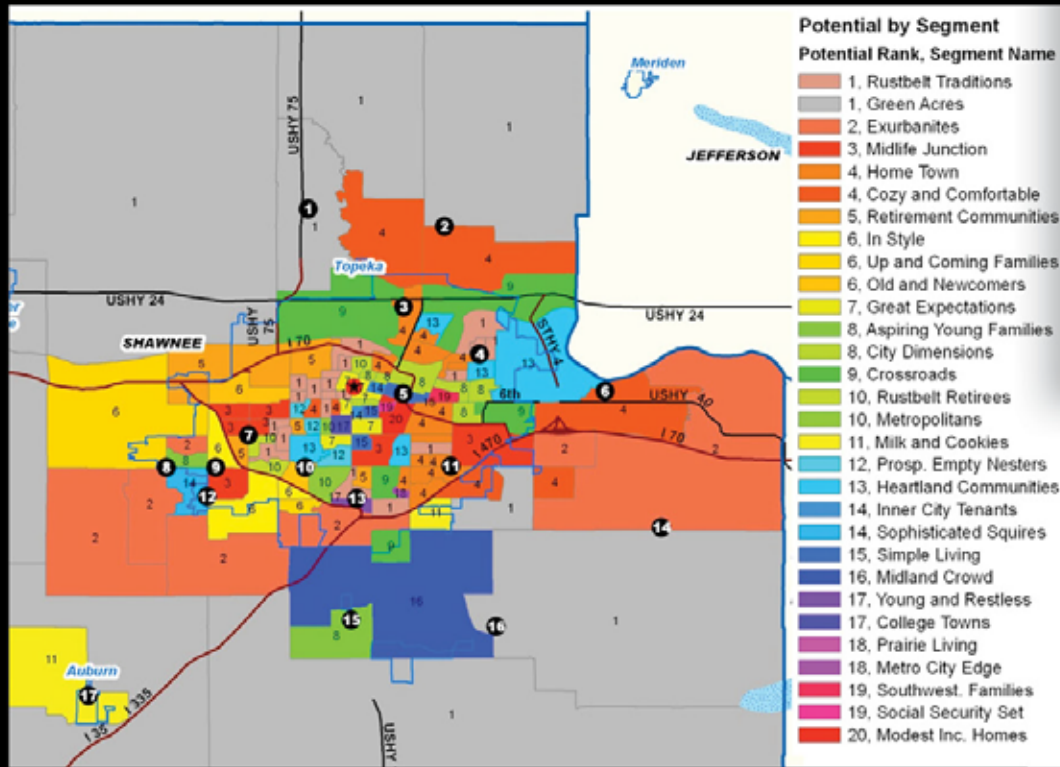
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# PI Tools: Your Stuff

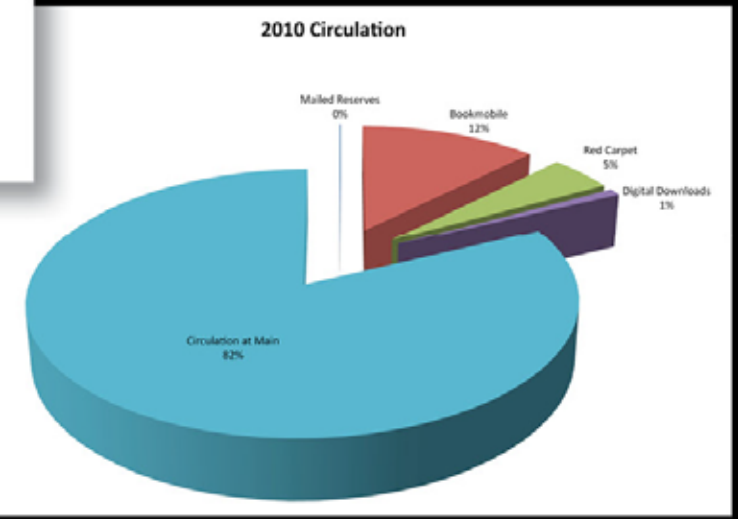
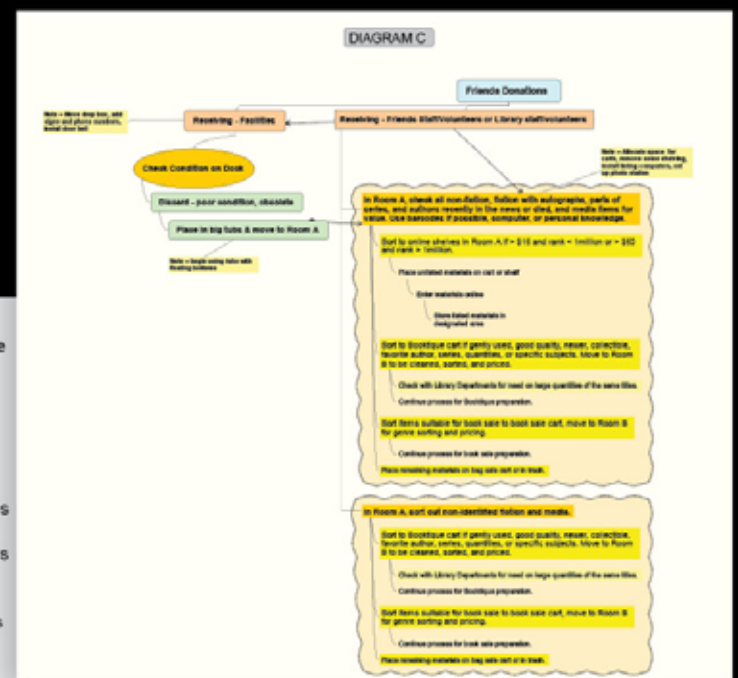


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# Tools: Data



	Avg. Circulation
1986 - 1992 Pre-automation	1,208,062
1993 - 1997 Automation	1,564,288
1998 - 2001 Construction	1,582,589
2002 - 2005 New Building	2,061,310
2006 - 2009 Millsap Era	2,449,669
2010 - 2011 Overdue Fines	2,368,301





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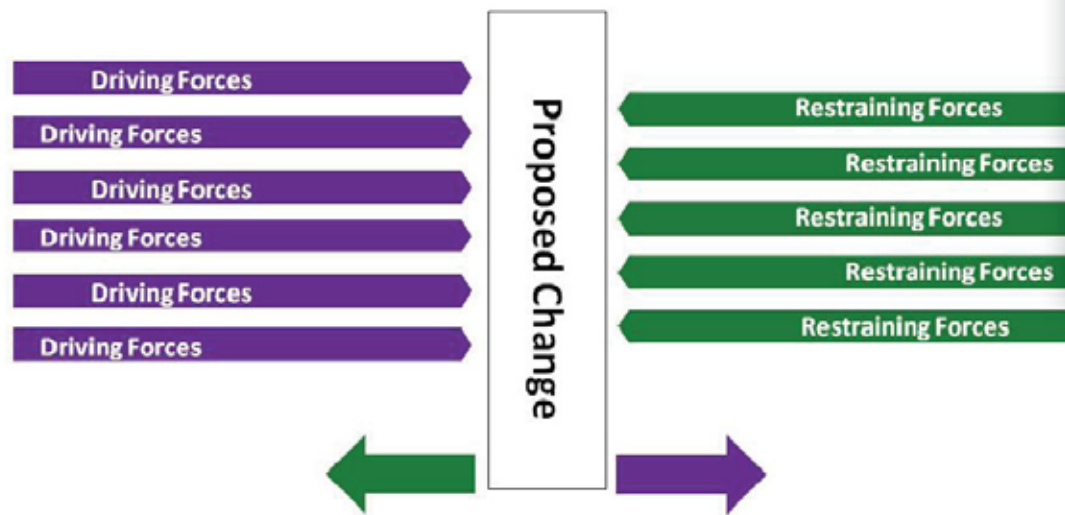
# **P** The Right Tools for the Job

- ◆ **Root cause analysis**
- ◆ **Simons' seven strategy questions**
- ◆ **Action priority matrix**
- ◆ **Plus/delta**

# PI Decision-Making Tools

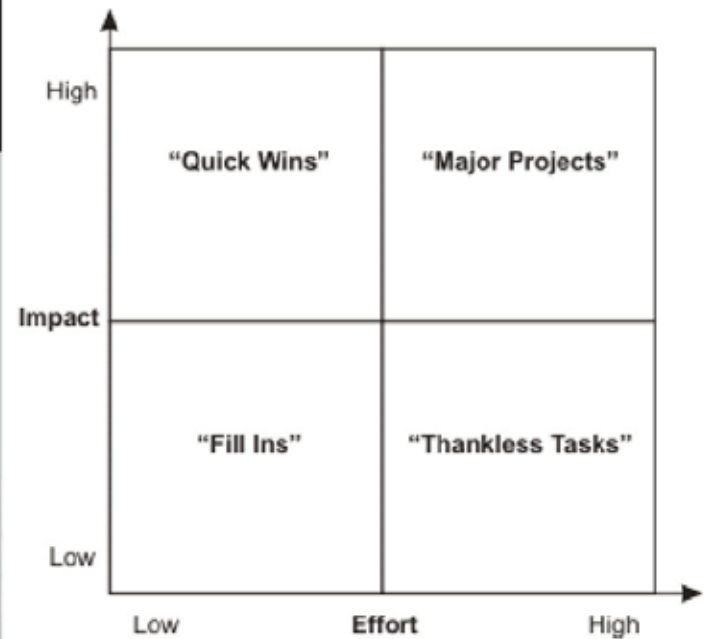


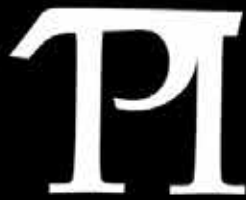
## Force Field Analysis



PI B

Figure 1: Action Priority Matrix





# Homemade Tools

Service Plan for 2011

Neighborhood	
JOBS & CAREERS	
Librarian and Specialist	
Terry Miller and Angie Foltz	

## Collection make-up

What are the major areas that fall in your neighborhood? What market segments would be interested in your neighborhood?

## COLLECTION MAKEUP:

- PRINT. We have a large selection of books on Career Exploration, Job Descriptions, Resumes, Cover Letters, Job Interviewing, Current Job or Career Enrichment, etc.
- ONLINE. Winway Resume Software, Online Career and Job Links, Job Applications to Local Businesses

## MARKET SEGMENTS:

The primary market segments would include people 16 or over seeking information on careers or actively seeking employment. We might have a small group of young people exploring career options.

- Job seekers (actively looking for work)
- Recent graduates (college or high school)
- Students – exploring careers or fulfilling school class assignments
- People new to work force
- People recently laid off or terminated from recent job
- Returning to work force after hiatus, (e.g., stayed home to raise children)
- Currently employed and wanting information on how to advance career, on how to deal with problem co-workers, problems with boss, etc.

## Marketing

In what ways do you plan on marketing/promoting your neighborhood in 2011? What strategies do you feel will be most effective? How will you reach the market segments identified above? How will you visually merchandise your collections either on the display space available to you? What topics will you focus on for each quarter? displays or in marketing strategies?

## Creative Brief

<b>Date</b>	August 2010
<b>Project Title</b>	QR Code Scavenger Hunt
<b>who is the point person</b>	Rob Banks
<b>what is the review/approval process</b>	Rob & Diana & Gina
<b>who signs off on final execution</b>	Rob
<b>Overview</b>	try something new, find a way to test using QR codes
<b>story/problem/opportunity/background</b>	figure out what kind of audience we have for this technology
<b>what are we trying to achieve</b>	# of participants
<b>how do we measure success</b>	web traffic buzz
<b>Audience(s)</b>	who are they
<b>a strategy to position for this audience</b>	18-35 years
<b>suggested channels to reach them</b>	libraries, word of mouth, people interested in tech, not necessarily the typical reader
<b>Department Partnerships</b>	Administration, Communication/Marketing, Digital Services, gallery and maintenance, other
<b>Conventions &amp; Disruptions</b>	typical approach for this audience could they think differently could we appeal to them differently
<b>typical approach for this audience</b>	social push, blogs, in-house signage, raising awareness, book marks, outreach in community
<b>could they think differently</b>	More casual - face-to-face education, using QR codes to introduce a new technology
<b>could we appeal to them differently</b>	funny, casual, formal
<b>Core Message</b>	one sentence that summarizes the value
<b>Deliverables Needed</b>	print, electronic, other
<b>Timeline</b>	first proof delivered by Sept 6, revisions by Sept 13, final approval by Sept 20, to the printer to maintenance by deliver by
<b>Budget</b>	what's the budget, who's paying
<b>Mailing/Distribution</b>	how is this being distributed, mail department approval(yes/no), does it require the indicia (yes/no), return address (if mailing)
<b>Additional Information</b>	any unique specifications

Big Read grant money  
\$100 - \$500

face-to-face, online, printed materials  
mail connection

Part of Big Read - + remember  
to keep both locations secret  
until Oct 1



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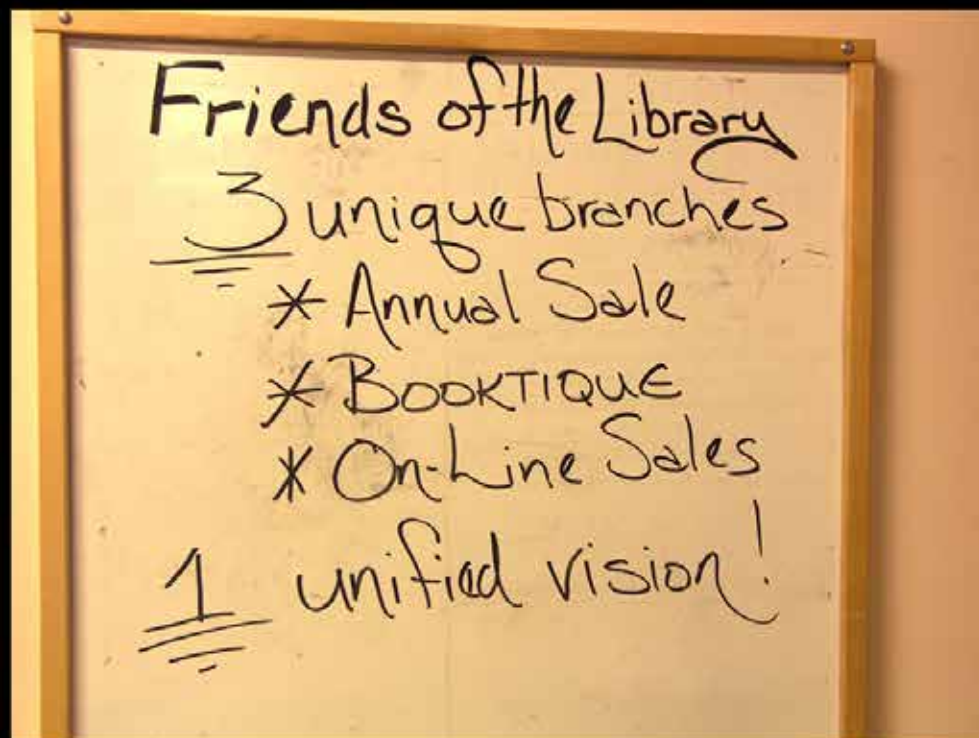
# Friends of the Library Case Study

Friends Contributions

2010 – \$57,500

2011 – \$82,500

2012 – \$100,000



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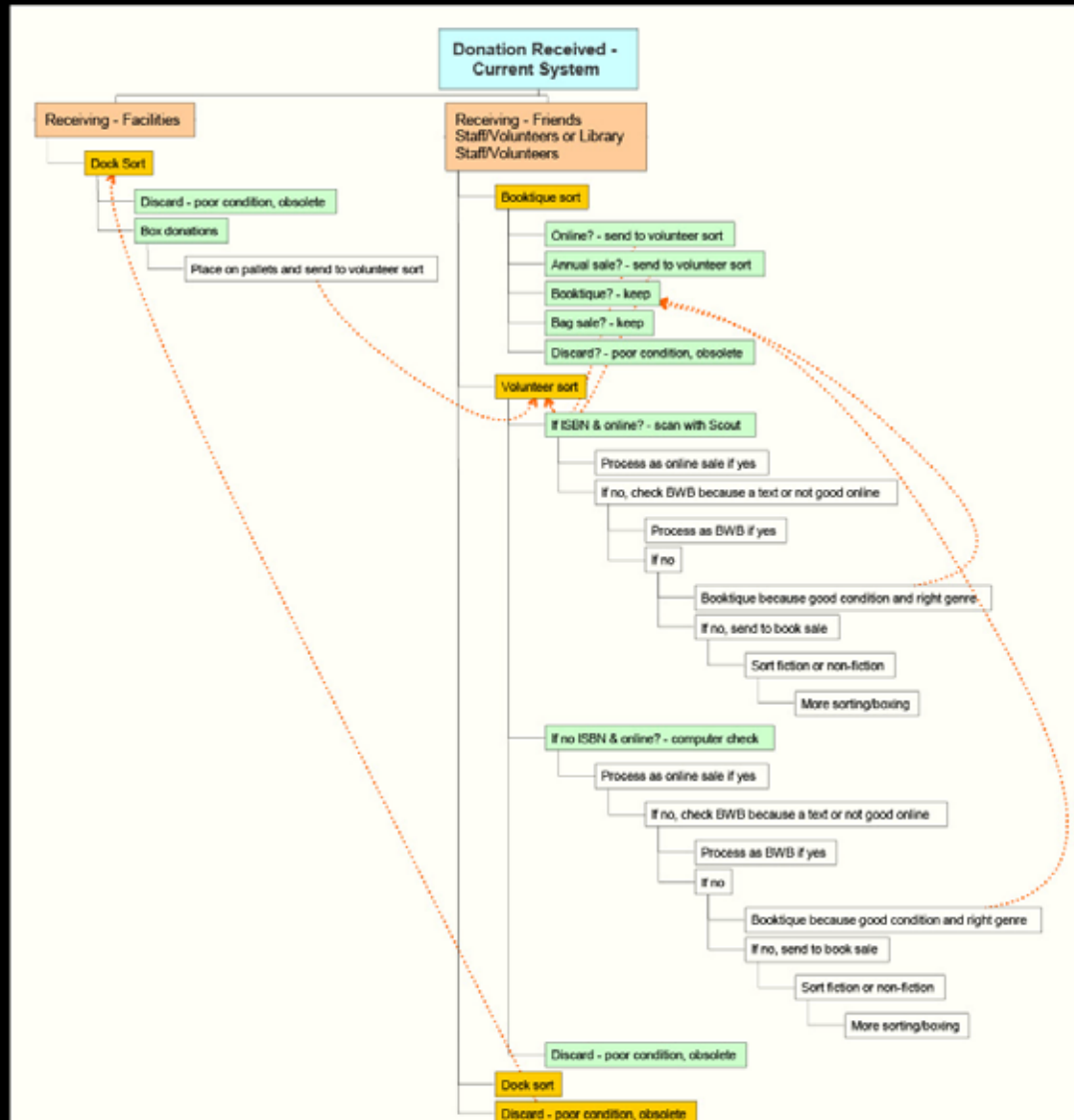
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# Friends of the Library First Map

## Here be dragons

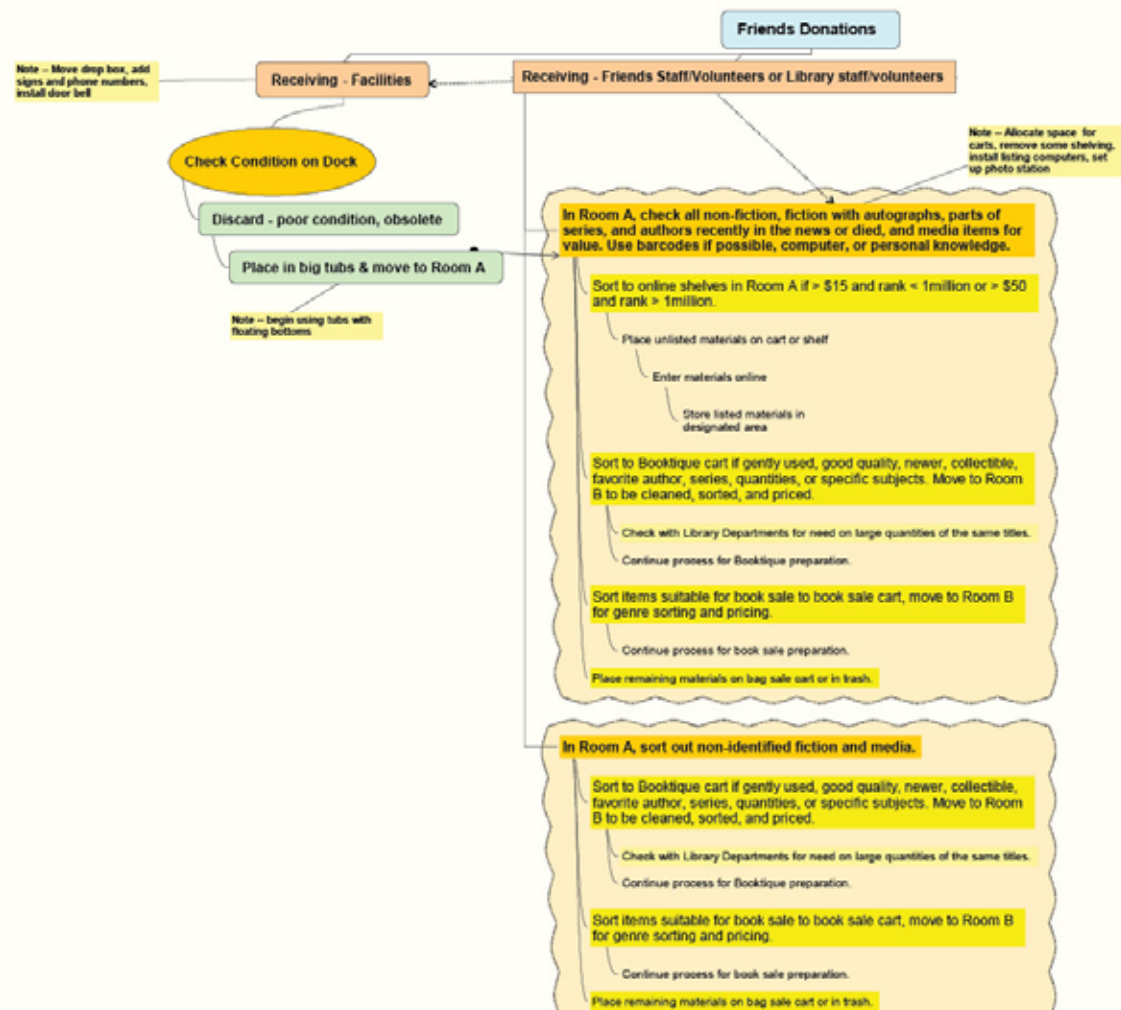




# Friends of the Library Final Map

## Here lies treasure

DIAGRAM C





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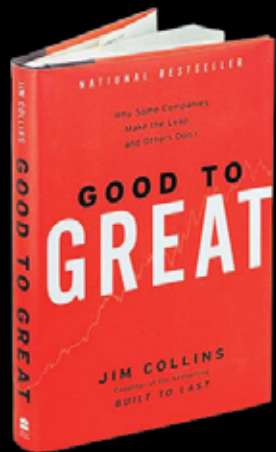
# PI In Progress or Completed

- Reserves
- Foundation
- Friends
- Gallery
- Community Services
- Special Collections

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# PI Facilitation



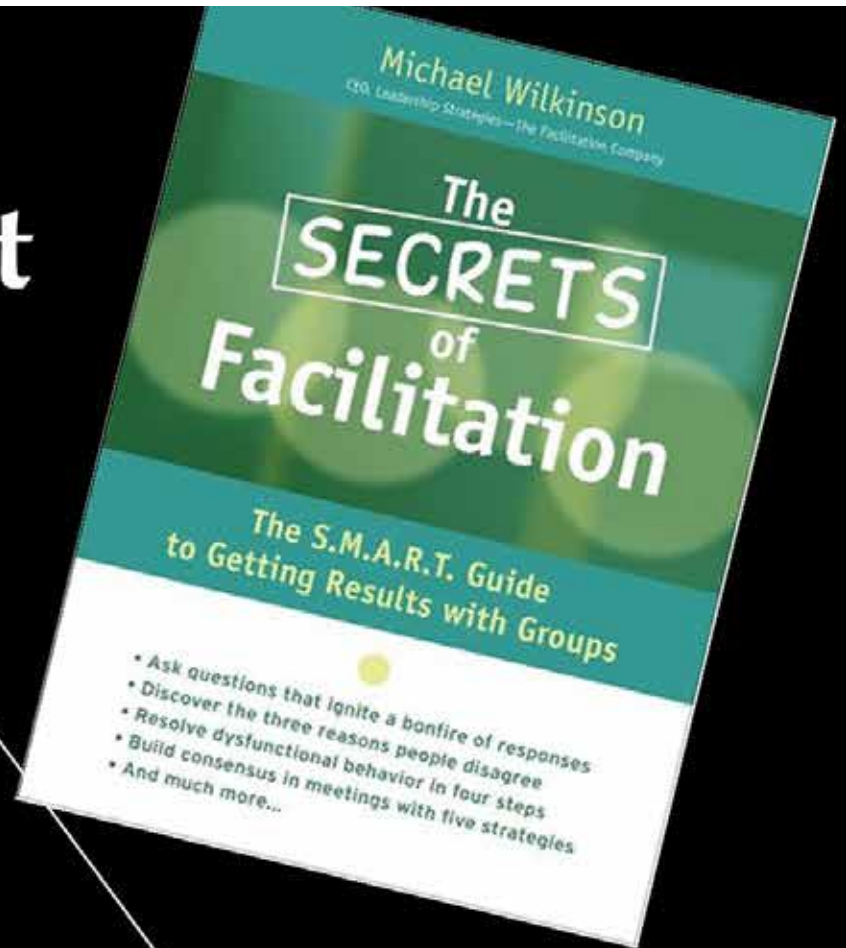
Good leaders come up with answers,  
but great leaders ask the right questions.  
– Jim Collins

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# How you do it



Getting  
Started

Questioning

Focusing

Energizing

Agenda  
Setting

Managing  
Dysfunction

Preparing

Recording

Closing

Building  
Consensus

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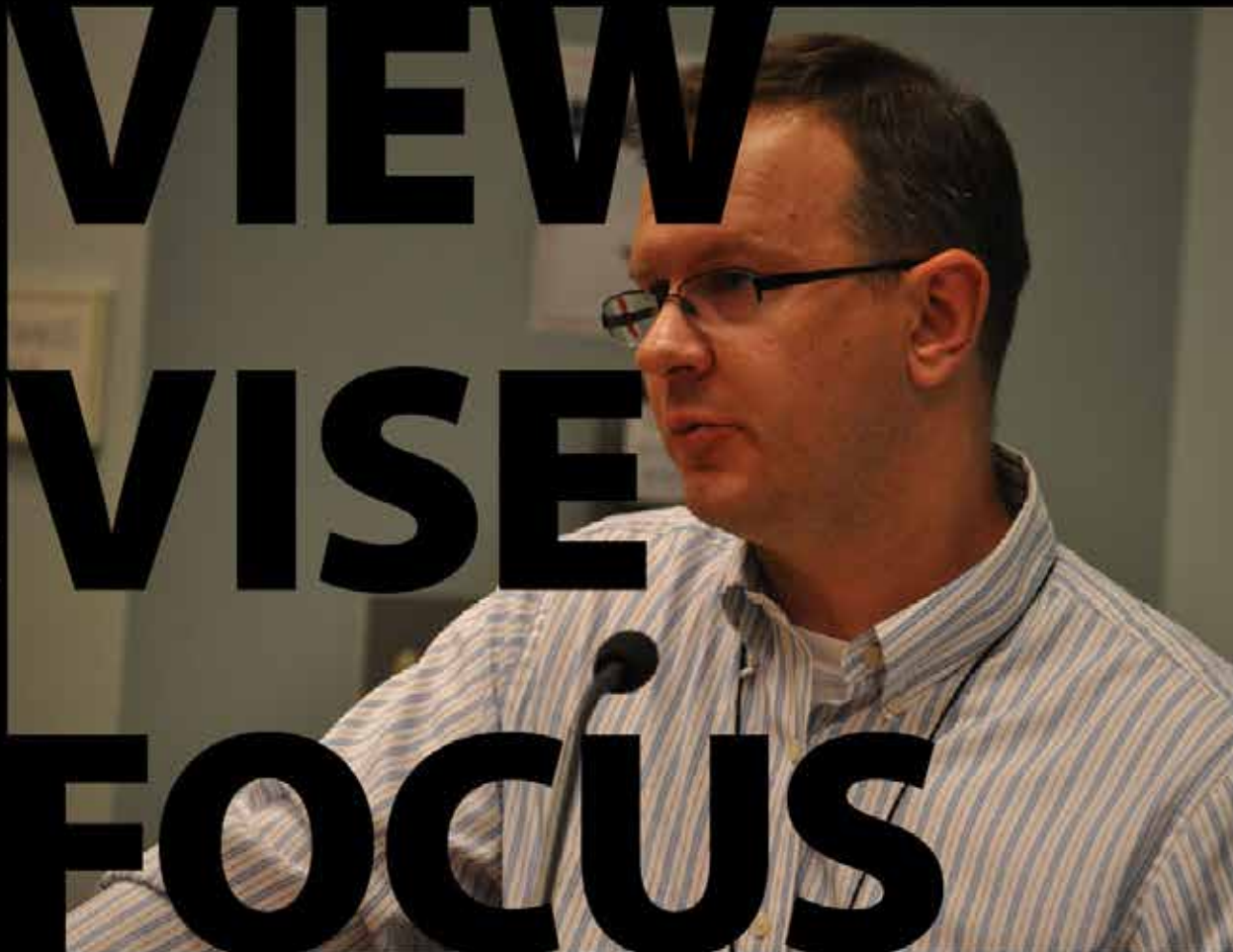
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**PI** Evaluation

**REVIEW**

**REVISE**

**REFOCUS**



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# Success or Failure?

**MANAGEMENT SUPPORT**

**ORGANIZATIONAL CULTURE**

**PROCESS NOT TASKS**

**CUSTOMER BENEFIT**

**CLARITY OF PURPOSE**

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# Management Support and Leadership



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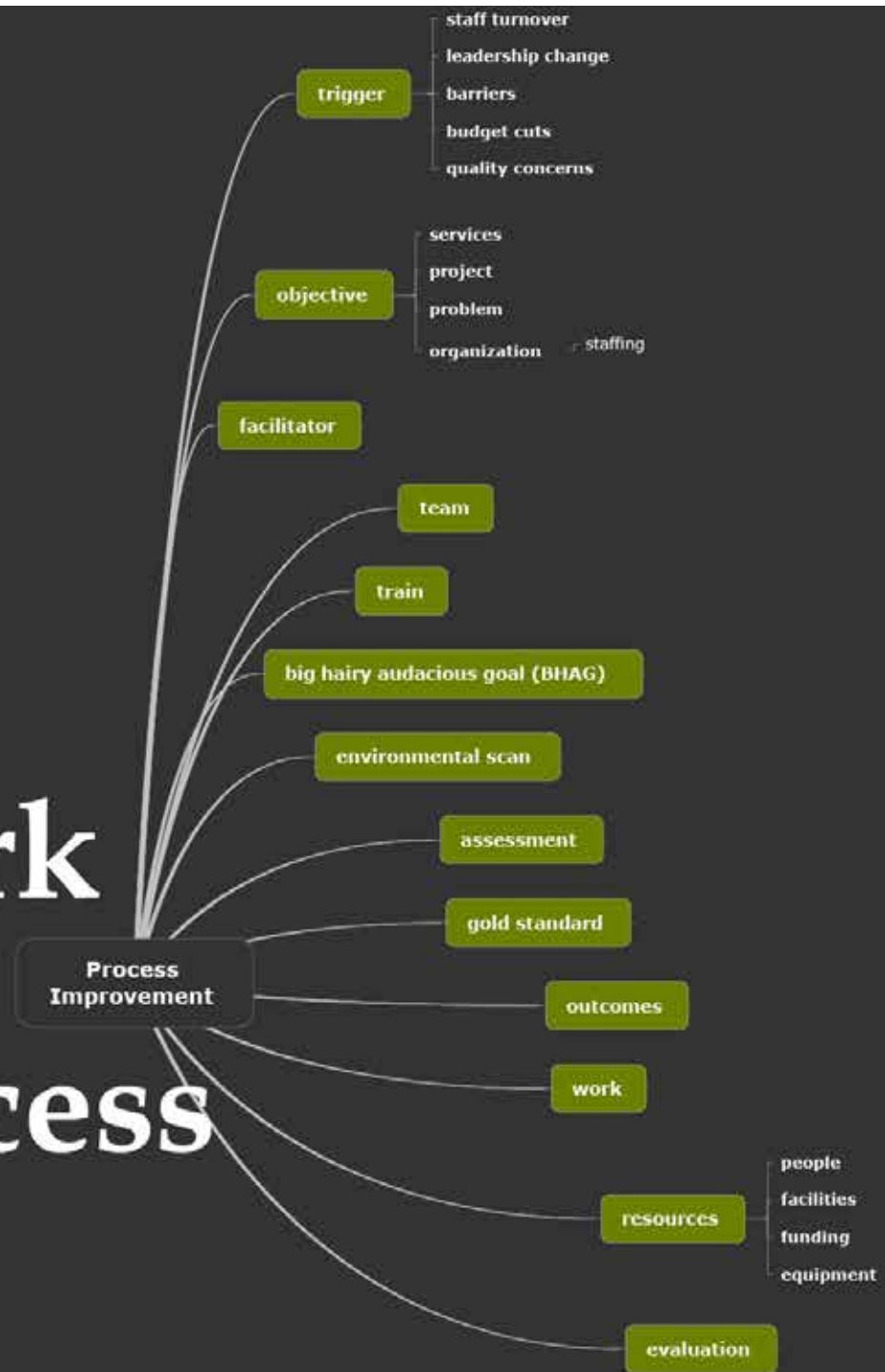
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# Organizational Culture

Which attitude defines your organization?

“I refuse to let  
lack of money  
be an excuse!”

# Work the Process



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# Customer Benefit

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# Clarity of Purpose



**BHAG**  
Big Hairy Audacious Goal





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# Our Greatest Asset Is US!



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Thank you.

Gina Millsap

785.580.4480

gmillsap@tscpl.org

twitter: @GinaMillsap

online: ginajmillsap.com



Candidate for President of the  
American Library Association

VOTE

A stylized, handwritten signature of Gina Millsap in white ink, written in a cursive script.

J. MILLSAP

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