


# Fostering Innovation & Creativity



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Brenda Hough and  
Stephanie Gerding

**FOSTERING  
INNOVATION**  
and CREATIVITY

An Infopeople Webinar  
September 8, 2016

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today:

- barriers
- examples
- techniques
- risk

**FOSTERING  
INNOVATION**  
and CREATIVITY

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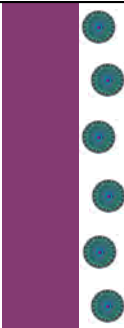
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# Fostering Innovation & Creativity

**today:**

- potential **barriers**
- examples
- techniques
- risk

FOSTERING  
**INNOVATION**  
and CREATIVITY



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**today:**

- barriers
- **examples** of innovation
- techniques
- risk

FOSTERING  
**INNOVATION**  
and CREATIVITY



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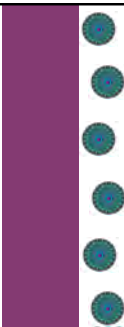
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**today:**

- barriers
- examples
- innovation **techniques**
- risk

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and CREATIVITY



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# Fostering Innovation & Creativity

today:

- barriers
- examples
- techniques
- balancing **risk**

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**INNOVATION**  
and CREATIVITY



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today:

- potential **barriers**

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and CREATIVITY



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What gets **IN THE WAY** of innovation?

*I just don't have **time** to innovate.*



*We don't have the **money** to innovate.*



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# Fostering Innovation & Creativity

What gets **IN THE WAY** of innovation?



*I don't think that's my role...*

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What gets **IN THE WAY** of innovation?



*I'm not innovative...*

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What gets **IN THE WAY** of innovation?



*I don't know what kind of innovation libraries need.*

*The way we do things today is OK/fine/good enough.*

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# Fostering Innovation & Creativity

**What is innovation?**

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and CREATIVITY

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**What is innovation?**

Noun.  
in-no-va-tion \j-na-'vā-shən\  
*The act or process of introducing new ideas, devices, or methods.*  
Source: Merriam-Webster

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**INNOVATION**  
and CREATIVITY

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**“Creativity** is thinking up new things.  
**Innovation** is doing new things.”

Theodore Levitt

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# Fostering Innovation & Creativity

**What does innovation in libraries look like?**

*I don't know what kind of innovation libraries need.*



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**Libraries...**

- . services
- . collections
- . facilities
- . programming
- . technologies
- . instruction
- . collaborations
- . roles/types of library staff
- . outreach

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**Libraries...**

- New** . services
- New** . collections
- New** . facilities
- New** . programming
- Remodeled** . technologies
- Remodeled** . instruction
- Redefined** . collaborations
- Redefined** . roles/types of library staff
- Redefined** . outreach

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# Fostering Innovation & Creativity

**Libraries...**

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**Remodeled**

**Redefined**

**...to better meet the needs of your community**

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**Libraries...**

- services
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**New**

**Remodeled**

**Redefined**

**...to better meet the needs of your community**

**“Library now offers seeds for ‘checkout’..”**

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**Libraries...**

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**Remodeled**

**Redefined**

**...to better meet the needs of your community**

**“Library users can now checkout a bike”**

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# Fostering Innovation & Creativity

**Libraries...**

- services
- collections
- facilities
- technology
- terminologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**“Airport libraries cater to readers on the go”**

**to better meet the needs of your community**

**Redefined**

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**Libraries...**

- services
- collections
- facilities
- technology
- terminologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**“Pop-up library appears throughout community”**

**to better meet the needs of your community**

**Redefined**

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**Libraries...**

- services
- collections
- facilities
- technology
- terminologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**“Bookmobile delivers computers and wifi”**

**to better meet the needs of your community**

**Redefined**

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# Fostering Innovation & Creativity

**Libraries...**

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**Reimagined**

**Redefined**

**“Library used its 3d printer to make a prosthetic hand for girl”**

**to better meet the needs of your community**

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**Libraries...**

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**Reimagined**

**Redefined**

**“Library social worker connects homeless with meals”**

**to better meet the needs of your community**

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**Libraries...**

- services
- collections
- facilities
- programming
- technologies
- instruction
- collaborations
- roles/types of library staff
- outreach

**New**

**Reimagined**

**Redefined**

**“Library nurses look after those in need.”**

**to better meet the needs of your community**

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# Fostering Innovation & Creativity

**Libraries...**

- services
- collections
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- technologies
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- collaborations
- roles/types of library staff
- outreach

**New**

**Remodeled**

**Redefined**

What recent examples of library innovation can you think of? Please share in the chat.

**better the needs of your community**

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**Why do we need to innovate?**

*The way we do things today is OK/ fine/good enough.*

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“As a leader you may have specific goals about where you are going, but you also should be **open to new possibilities**. Why? Because we need **new answers for our changing world**. Let's face it, our world today is different from what it was 50, 20, and even 10 years ago. Our technology, culture, economics, and community life are significantly different than they used to be. And the changes are only accelerating.

Those changes present new challenges and often demand new solutions. If we know something that has worked before is likely to work again, we don't have to reinvent the wheel. But in order to find workable solutions to some new problems, we need to be open to possibilities that might not have been tried before.

Marya Axner The Community Tool Box, Kansas University

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# Fostering Innovation & Creativity

Expanding access to education, learning opportunities and social connections for all is one of the great challenges of our time. It is a challenge more urgent by the rapid transition from old industrial and service-based economic models to a new economy in which **knowledge** and **creativity** are the drivers of productivity and economic growth, and information, technology and learning are central to economic performance and prosperity. It is not only the economy but all of society that is being reshaped by these trends.

Amid these changes, there are **divides** in wealth, digital inclusion and participation that threaten to widen if we as a nation do not commit to new thinking and aggressive action to provide these opportunities for all. This is a **time of great opportunity** for communities, institutions and individuals who are willing to champion **new thinking** and nurture new relationships.

Rising to the Challenge The Aspen Institute

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Where you ARE → Where you WANT and NEED to be

how do you get from where you **are** to where you **want** and **need** to be?

FOSTERING **INNOVATION** and CREATIVITY

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**10 WAYS TO FOSTER A CULTURE OF INNOVATION:**

1. Include innovation in **planning** documents.
2. **Hire** people who are innovators.
3. Include innovation goals and actions in new employee **orientation**.
4. Include innovation goals and actions in performance **evaluations**.
5. Provide creativity and innovation **training**.
6. Invest in **hands-on learning**.
7. Find ways to support **collaboration**.
8. Engage in ongoing **conversations** with library users and others.
9. Encourage **play, experimentation, and risk taking**.
10. Encourage and **capture** innovative ideas.

FOSTERING **INNOVATION** and CREATIVITY

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# Fostering Innovation & Creativity

Where you ARE → Where you WANT and NEED to be

**Strategy and Planning**  
(essential for innovation)

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today:

- barriers
- examples
- innovation techniques
- risk

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and CREATIVITY

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practicing innovation:

- inspiration
- ideation
- iteration

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# Fostering Innovation & Creativity

**practicing innovation:**

- inspiration
- ideation
- iteration



designthinkingforlibraries.com

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**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

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**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

\_\_\_\_\_  
USER GROUP + USER NEED/PROBLEM

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# Fostering Innovation & Creativity

**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

older adults in our town    social isolation  
USER GROUP    +    USER NEED/PROBLEM

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**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

explore and learn about the challenge

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**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

older adults in our town    social isolation  
USER GROUP    +    USER NEED/PROBLEM

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# Fostering Innovation & Creativity

**i. inspiration**

Start with a clear **challenge** or **need** or **purpose**.

older adults in our town    social isolation  
USER GROUP    +    USER NEED/PROBLEM

listen    observe    explore    learn  
interview

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When Albert Einstein was asked,  
**“Given one hour to solve a problem, how would you approach it?”**

He replied, **“Spend 55 minutes understanding the question, then 5 minutes finding the answer.”**



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**ii. ideation**

brainstorm  
select an idea  
create a prototype

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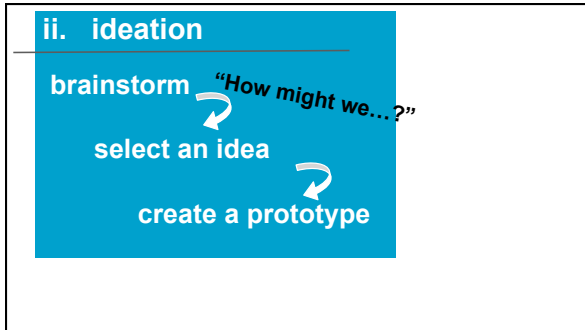
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# Fostering Innovation & Creativity



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"Really great ideas are very rare and very valuable. More ideas increase chances of getting a good one. Volume matters."

Source: Adobe Kickbox Workshop Guide, Kickbox.adobe.com

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**successful brainstorm:**

pay attention to:

- the time of day
- the location
- the tools
- reflection time
- time limits
- the "rules"

**"rules":**

- defer judgment
- encourage wild ideas
- build on ideas of others ("yes and...")
- stay focused
- one voice at a time
- be visual
- go for quantity

Source: Design Thinking in a Day

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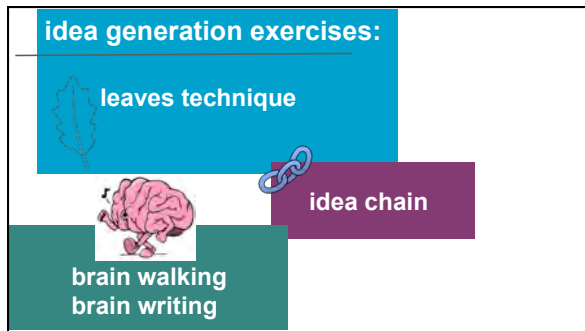
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# Fostering Innovation & Creativity

**idea generation exercises:**

- leaves technique
- idea chain
- brain walking
- brain writing



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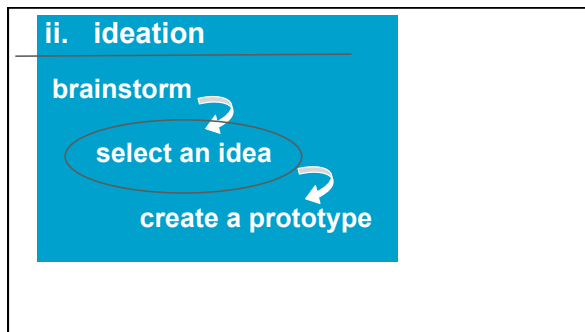
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**ii. ideation**

brainstorm

select an idea

create a prototype



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**ii. ideation**

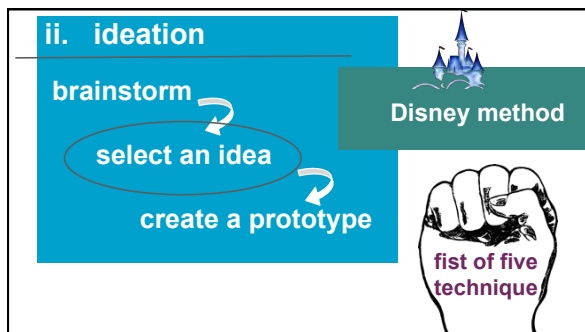
brainstorm

select an idea

create a prototype

Disney method

fist of five technique



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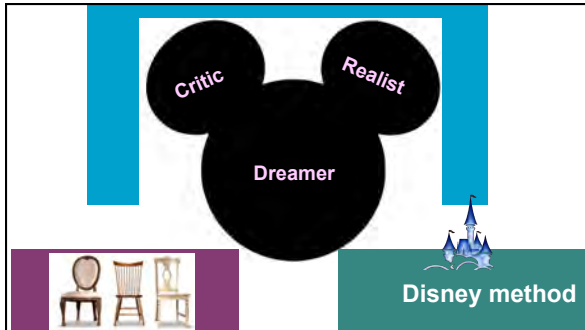
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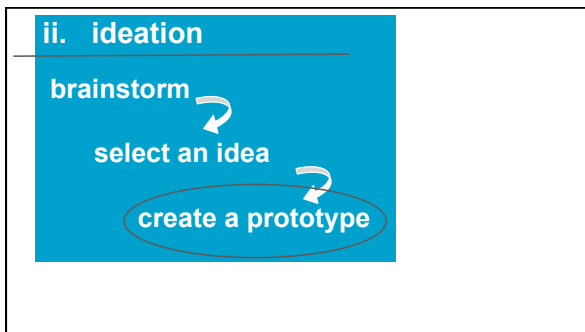
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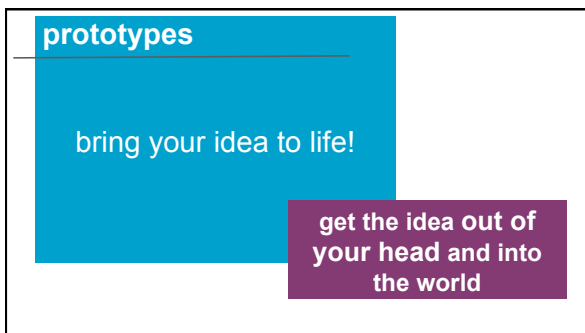
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# Fostering Innovation & Creativity

**prototypes**

bring your idea to life!



get the idea out of your head and into the world

a model

a role play

an advertisement

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**practicing innovation:**

- inspiration
- ideation
- iteration

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**iii. iteration**

put your prototype in front of your users and get **feedback**

**potential questions to ask:**

- What excites you about this idea and why?
- If you could change one thing about this prototype, what would it be?
- What else would you like to improve about this idea?
- What do you NOT like about this idea?
- What do you need to hear or learn more about in order to understand this idea?

Source: Design Thinking in a Day

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# Fostering Innovation & Creativity

“Go ahead and **make mistakes**. That is an essential step in the process of creativity. The more things you try, the more likely you will eventually hit upon something that works.”

**Fail HAPPILY**

Marya Axner The Community Tool Box Kansas University

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Assessing **RISK**

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**crisis avoidance tool**

potential risk:  
*Kindergarten Readiness Program has low enrollment*

Risk	Probability of Occurrence (%)	Possible Actions	Costs
< 12 Children	80%	<ul style="list-style-type: none"><li>Start with larger group</li><li>Awards: Free book, food</li><li>Baby storytime</li><li>Outside of library</li></ul>	<ul style="list-style-type: none"><li>+\$100</li><li>+\$720</li><li>+\$480</li><li>+\$300</li></ul>

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# Fostering Innovation & Creativity

**review:**

- foster the culture
- practice the techniques (identify a need/problem, explore the problem, ideate and iterate)
- assess risks

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**what next?**

- what **actions** will you take in the next 3 months to foster a culture of innovation?
- with whom will you **share** resources and ideas from today?

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**Additional Resources**

- This webinar includes material from the Nexus Leadership Curriculum, *Fostering Innovation and Creativity*, made possible in part by the Institute of Museum and Library Services [AWARD NUMBER: RE-00-14-0095-14], and made available through Educopia under a Creative Commons Attribution 4.0 International license (CC BY 4.0). [educopia.org/research/grants/nexus-lab-leadme-across-boundaries](http://educopia.org/research/grants/nexus-lab-leadme-across-boundaries)
- *Discovering and Creating Possibilities*. The Community Tool Box, University of Kansas. [ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/discover-possibilities/main](http://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/discover-possibilities/main)
- Design Thinking for Libraries, "Design Thinking in a Day" (the At-a-Glance Guide) - [designthinkingforlibraries.com](http://designthinkingforlibraries.com)
- Design Kit by IDEO – for case studies and design-thinking methods - [www.designkit.org](http://www.designkit.org)
- Adobe Kickbox Innovation toolkit & free workshop - [kickbox.adobe.com/workshop/kickbox](http://kickbox.adobe.com/workshop/kickbox)
- *How Conservative Organizations Can Innovate Successfully* by the Center for Creative Leadership - [insights.ccl.org/articles/leading-effectively/articles/how-conservative-organizations-can-innovate-successfully/](http://insights.ccl.org/articles/leading-effectively/articles/how-conservative-organizations-can-innovate-successfully/)
- *Stop Winging It: How Innovation Works and How to Lead It* by the Center for Creative Leadership - [insights.ccl.org/articles/leading-effectively/articles/stop-winging-it-how-innovation-works-and-how-to-lead-it/](http://insights.ccl.org/articles/leading-effectively/articles/stop-winging-it-how-innovation-works-and-how-to-lead-it/)
- *How to Lead Better Brainstorming Sessions* - [hbr.org/2009/05/how-to-lead-better-brainstorm&cm\\_sp=Article-Links-41693269520Space%20recirculation](http://hbr.org/2009/05/how-to-lead-better-brainstorm&cm_sp=Article-Links-41693269520Space%20recirculation)
- *Innovation Spaces*. The Harwood Institute, as part of Libraries Transforming Communities. In partnership with PLA. [ala.org/transforminglibraries/sites/ala.org.transforminglibraries/files/content/innovation%20Spaces.pdf](http://ala.org/transforminglibraries/sites/ala.org.transforminglibraries/files/content/innovation%20Spaces.pdf)
- The Aspen Institute's report *Rising to the Challenge: Re-Envisioning Public Libraries and Action Guide for Re-Envisioning Your Public Library* - [www.librarivision.org](http://www.librarivision.org)

*What other resources have you found helpful?*

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# Fostering Innovation & Creativity

**Thank You!**

Brenda Hough [bckhough@gmail.com](mailto:bckhough@gmail.com)  
Stephanie Gerding [stephaniegerding@gmail.com](mailto:stephaniegerding@gmail.com)



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