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# Inspiring Innovation in Library Services

Erin Johnson

Western University, [ejohns83@uwo.ca](mailto:ejohns83@uwo.ca)

Alison Wetheral

Western University, [awether2@uwo.ca](mailto:awether2@uwo.ca)

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# Inspiring Innovation in Library Services

Erin Johnson and Alison Wetheral, Western University  
Education Institute  
Wednesday, August 9, 2017, 2:00-3:00 p.m.

# innovation, *n.*

a. The action of innovating; the introduction of novelties; the alteration of what is established by the introduction of new elements or forms.

† Formerly const. *of* (the thing altered or introduced).

b. Revolution (= Latin *novæ res*). *Obs.*

# Today's Agenda

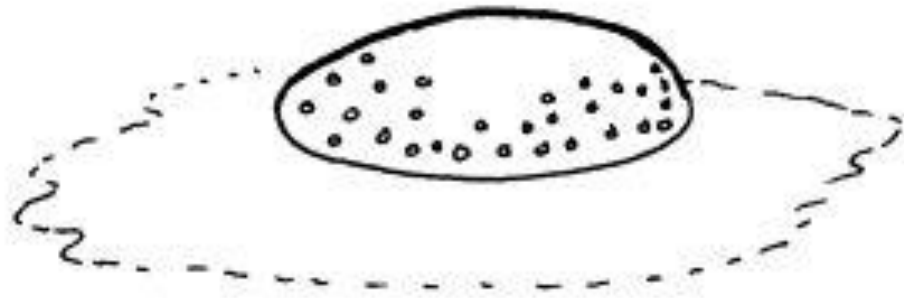
- Creative Thinking
- Building a Culture of Innovation
- Innovation and Libraries
- Strategies: Frameworks, Design Thinking, and Sources of Inspiration and Opportunity
- Activity Time
- Questions



# Visual Essay on Invention and Innovation

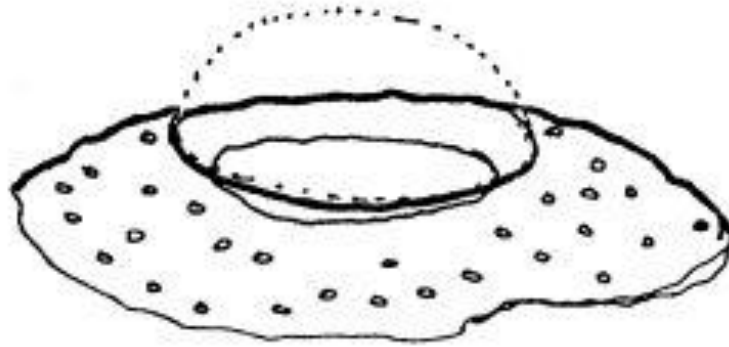
Rolf Faste, 1995



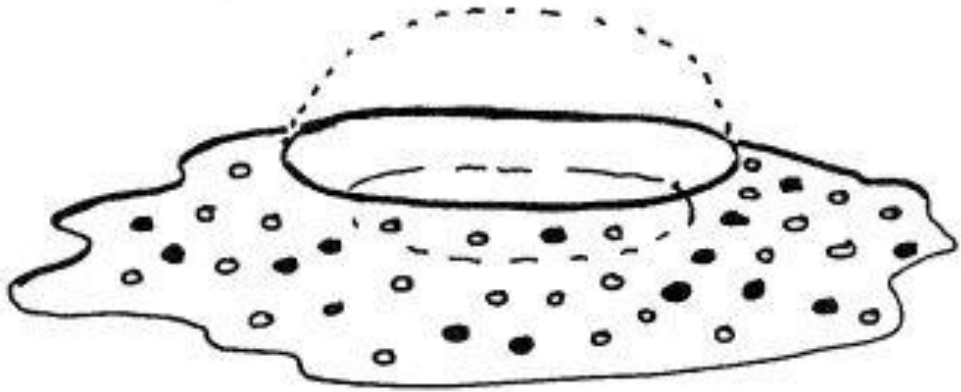


**Conventional Ideas**

# Creative Ideas



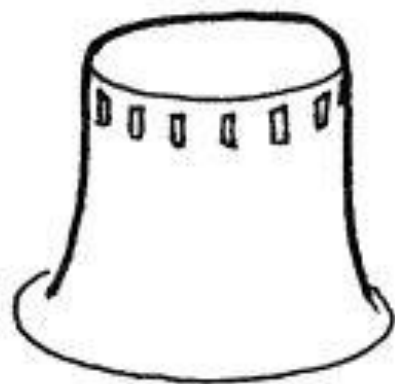


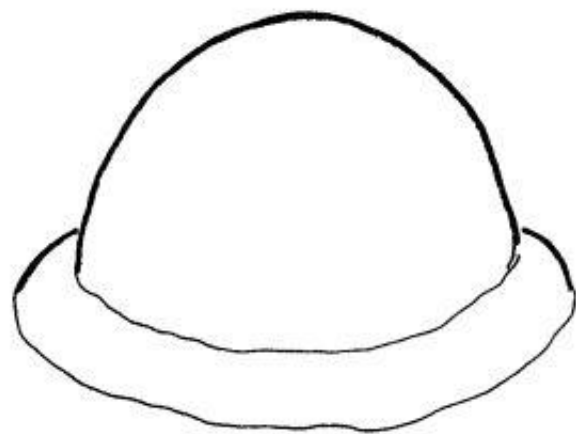


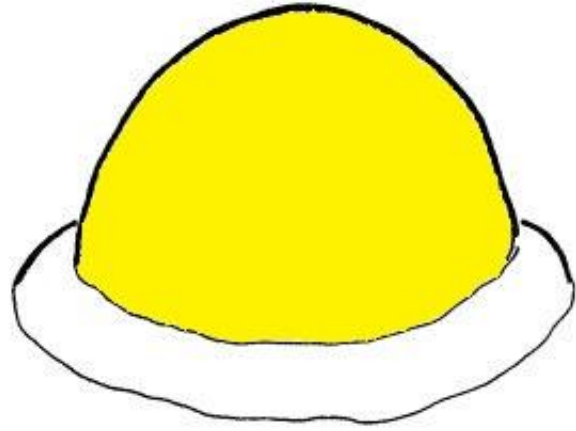
# Normal Curve



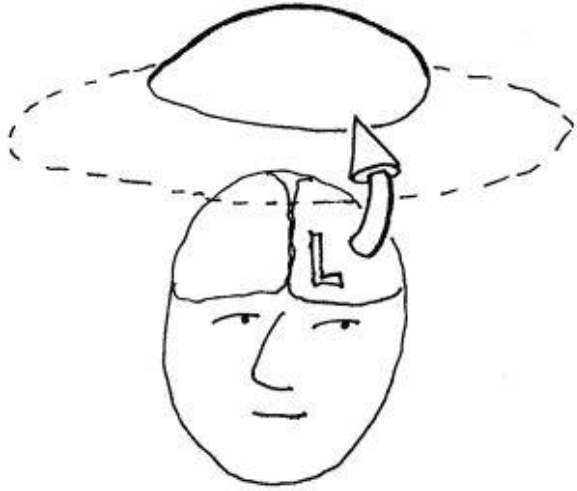




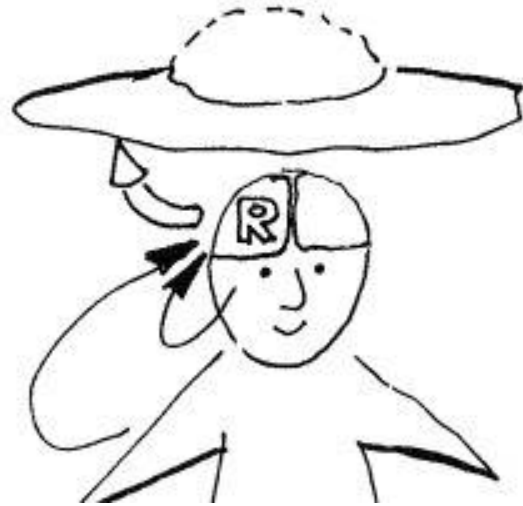




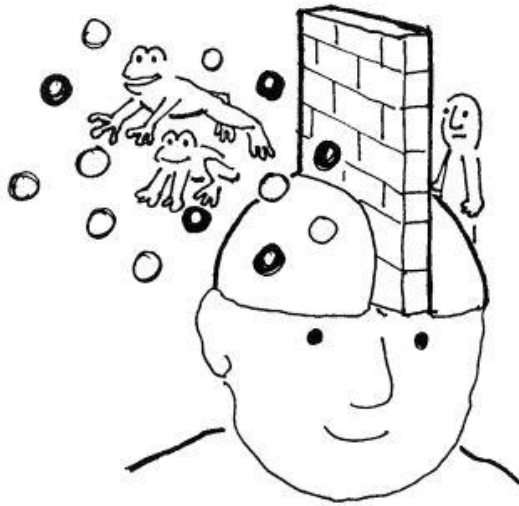
# Conventional Thinking



# Creative Thinking

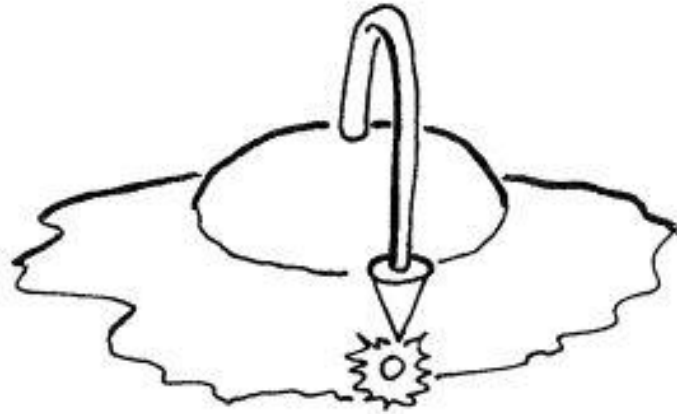


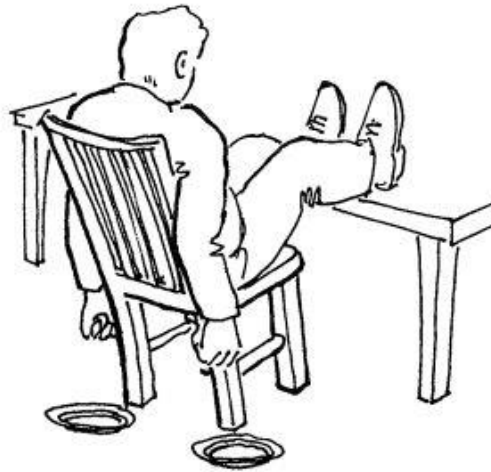




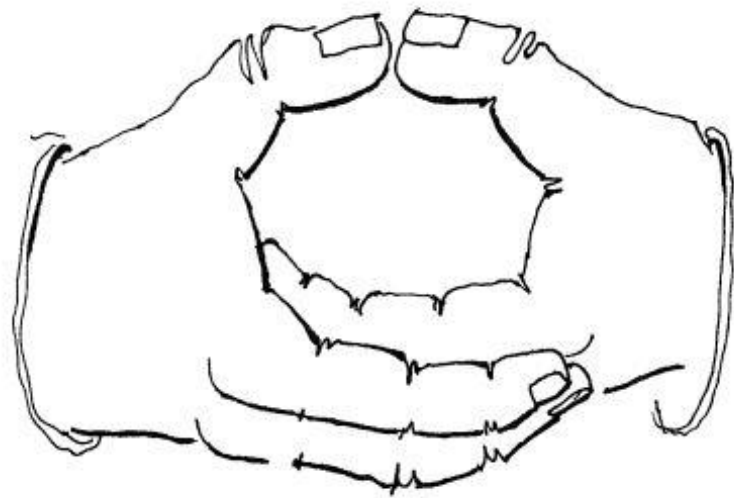
- No Judgement
- Leapfrog off of ideas
- Quantity and variety

**Think outside the yolk!**



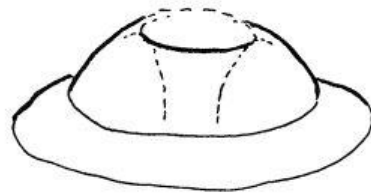


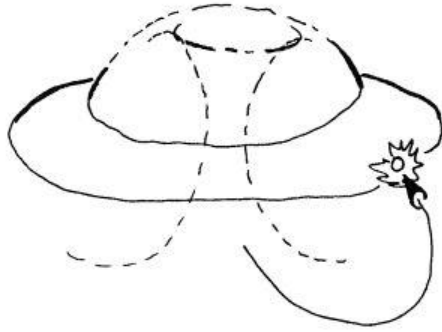
**Theta – motionless but alert**













# Lessons from Faste's Egg Metaphor

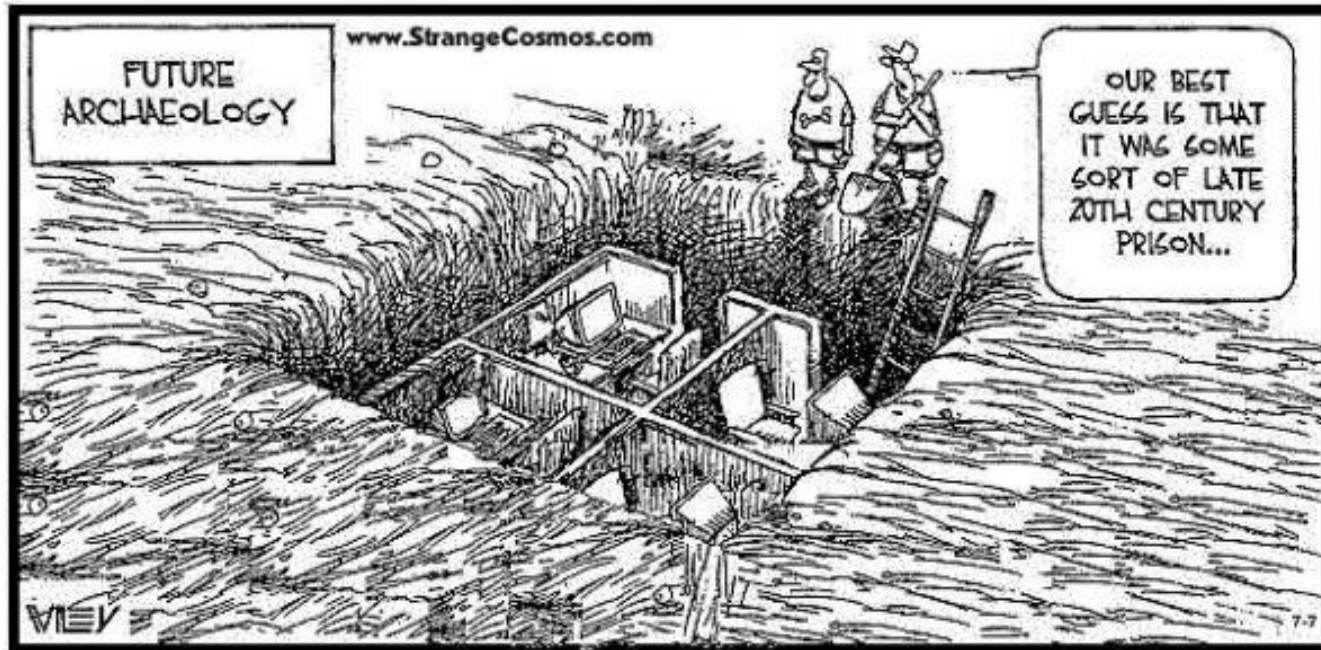
- Innovation involves weakening the fortress and encouraging risky business
- Without stepping outside of the conventional, we risk being left behind in a changing world
- Incubate ideas at the fringe by encouraging creative thinking
- Creative thinking requires a theta state.

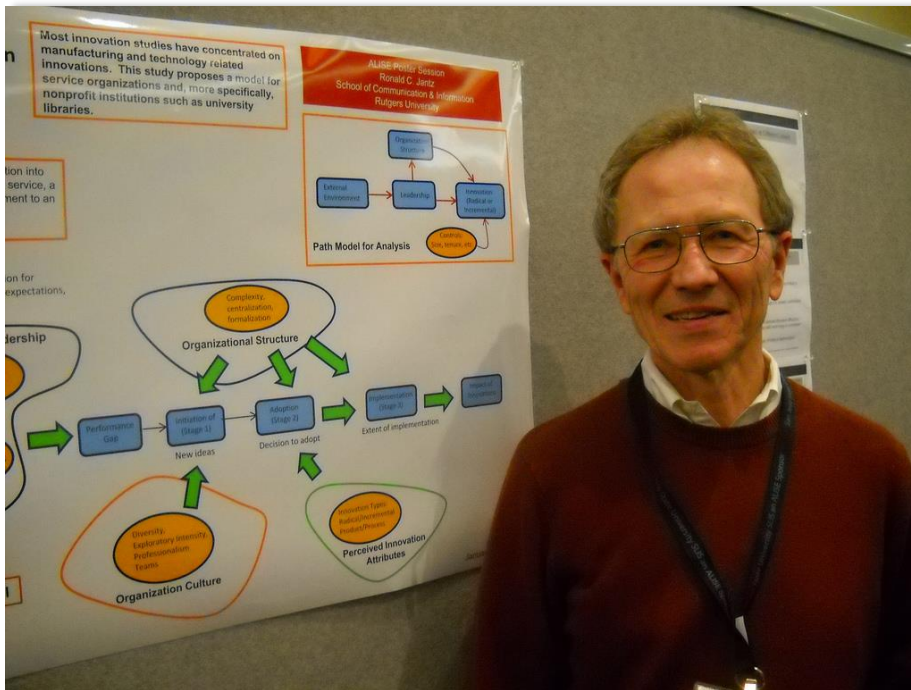






Work + Play = 



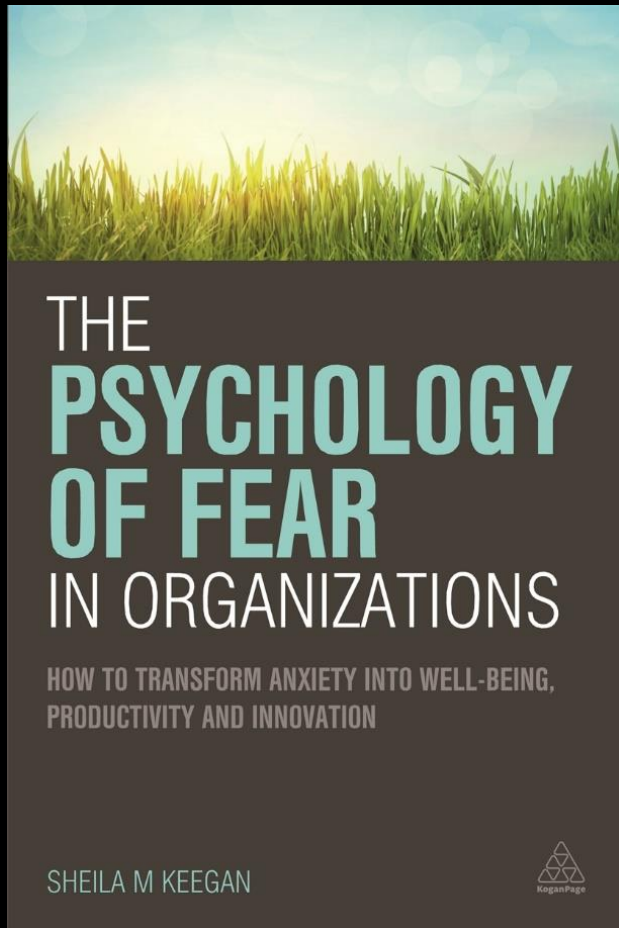


# Innovation and Libraries

# Barriers to Library Innovation

- Conflict between efficiency and new ideas.
- Structure of library work
- Libraries are afraid to fail
- Lack of risk-taking behaviour

Jantz, Ronald C. Library & Information Science Research (2012)



“Maybe it’s not widely appreciated that fear is the number one enemy of creativity and that the anxious mind is rigid and limited as it seeks to solve a problem in more or less the same way, time and time again.”





"A great book that I will definitely recommend to any change professional or business leader responsible for keeping their business current."  
Catherine Rutter, Group Operations Change Director, Lloyds Banking Group

# BUILDING A CULTURE INNOVATION

Nine leadership habits  
that inspire results,  
relationships  
and reputation

CRIS BESWICK  
DEREK BISHOP  
& JO GERAGHTY



“Innovation needs failure. Getting things wrong through experimentation and prototyping increases learning far better than anything else... If you only target and reward success then your organization will never push boundaries. You’ll merely become exceptional at being average.”

INCREMENTAL AND RADICAL INNOVATIONS IN RESEARCH LIBRARIES: AN  
EXPLORATORY EXAMINATION REGARDING THE EFFECTS OF  
AMBIDEXTERITY, ORGANIZATIONAL STRUCTURE, LEADERSHIP AND  
CONTEXTUAL FACTORS

By

RONALD C. JANTZ

A Dissertation submitted to the

Graduate School-New Brunswick

Rutgers, The State University of New Jersey

in partial fulfillment of the requirements

For the degree of

Doctor of Philosophy

## Leadership:

- Integrated leadership team → More ambidextrous organization
- Leadership must communicate clear and compelling visions, which can be sustained through inherent conflict

## Organization:

- Ambidextrous organizations are more flexible
  - Able to incorporate inherent conflicts into workflows
- Libraries need to loosen formal controls and tighten human connections

# DEVELOPING CLARITY: INNOVATING IN LIBRARY SYSTEMS

March 2017



**KNIGHT  
FOUNDATION**



MACHINE

# What gets in the way of library's innovating?

- Staff are not trained in innovation processes and skill
- Technology proficiency
- Lack of innovation metrics and measurements
- Distributed systems
- Bureaucratic budgeting
- Marketing

# 'Innovation-Ready' Libraries

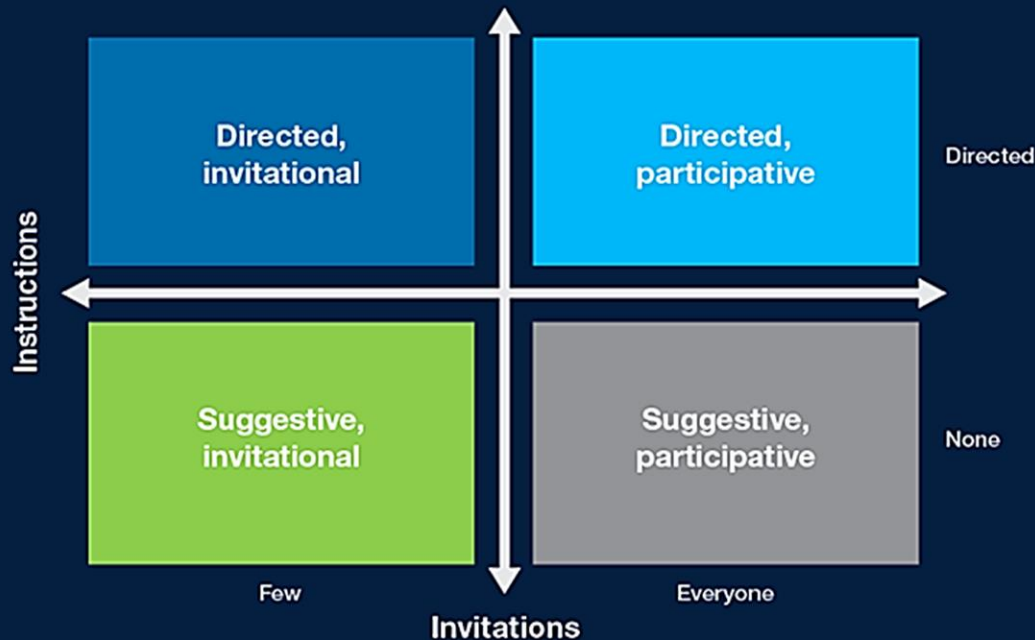
- Clearly framed innovation problems
- Patron focus
- An identified innovation process
- Experienced innovation project leadership
- Technical proficiency and resource availability
- Deliberate storytelling and marketing
- Manage a strategic portfolio

Strategies: Frameworks



# Open Innovation

## Four Approaches to Open Innovation



1) Suggestive  
participative

2) Suggestive  
invitational

3) Directed  
invitational

4) Directed  
participative

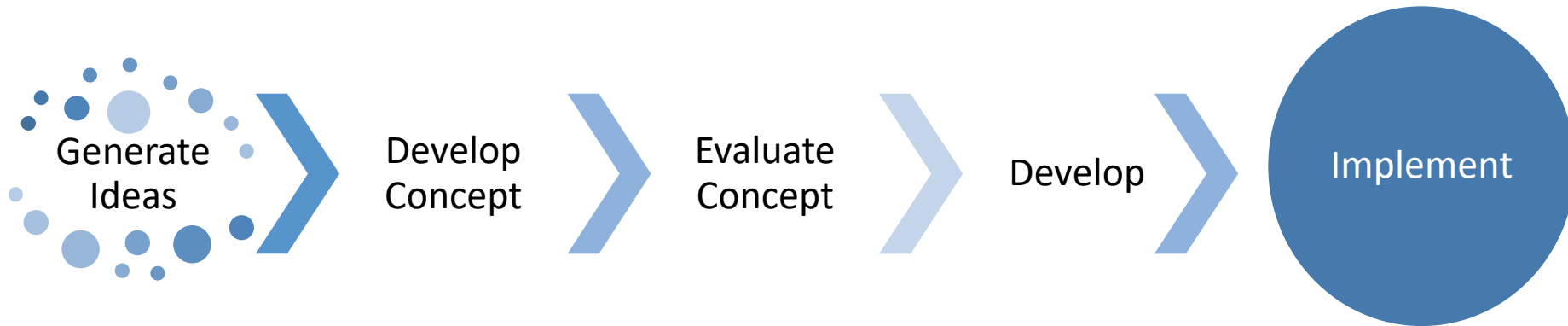
Panetta. (2016)

[gartner.com/SmarterWithGartner](http://gartner.com/SmarterWithGartner)

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**Gartner**

# Du Preez and Louw's 5 step process



1. Idea generation and identification
2. Concept development
3. Concept evaluation and selection
4. Development
5. Implementation

# Problem-based Framework

## DEVELOPING CLARITY: INNOVATING IN LIBRARY SYSTEMS

March 2017



- Clearly framed innovation problems
- Innovation agenda framework:
  - Why
  - Who
  - What
  - How
  - Where



# The Loop drives us

Understand the present and envision the future in a continuous cycle of observing, reflecting, and making.



## Observe >

Immerse yourself in the real world.

## Reflect >

Come together and look within.

## Make >

Give concrete form to abstract ideas.

Make your framework work for  
YOU!

Strategies: Design Thinking

Human-centric

Risk-taking

Agile

Disruptive

Flexible

Playful

High-energy

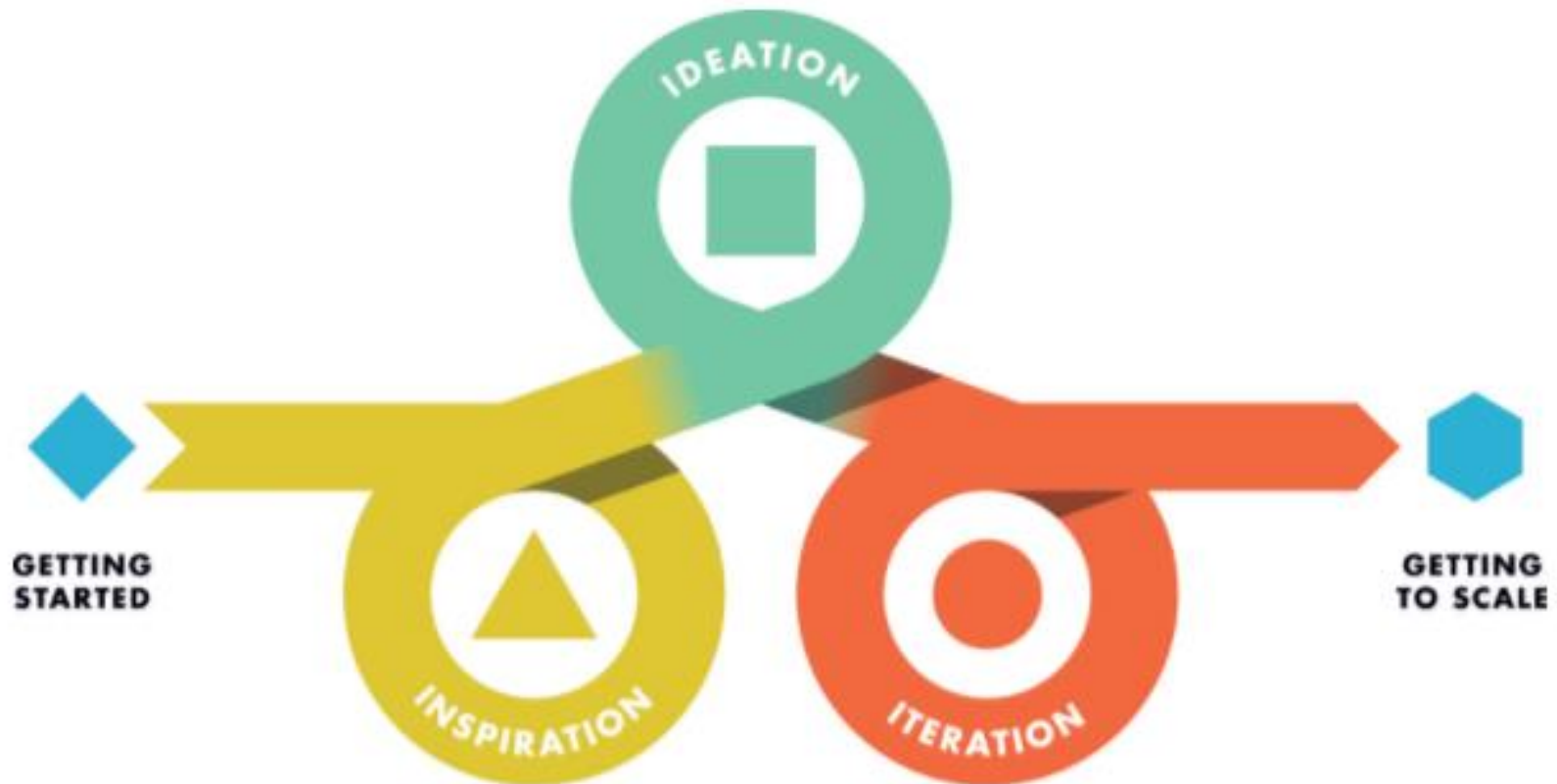
# Design Thinking

- Human centric approach to strategic innovation
- Problem solving from the POV of the end user.
- Gets back to the basics of human needs and problems.
- Action-oriented
- Comfortable with change
- Iterative

Mootee. (2013)



# Design Thinking for Libraries



IDEO. (2014).

# Strategies: Sources of Inspiration and Opportunity

# Sources of Inspiration

- Creative listening
- User behaviours vs. Demographics
- Immersive experiences
- Journey maps

# Journey Maps: Sample Activity

Think about the journey your user takes to download an ebook.

- What are the touchpoints?
- How do they feel when interacting with those touchpoints?
- What experiences do you think you could make better?



# Sources of Opportunity

- Unexpected Outcomes
- Incongruencies
- Process Needs
- Industry and Market Changes
- Demographic Changes
- Changes in Perception
- New Knowledge

Drucker. (2002).

“Patrons will judge the service they receive in a library against comparable retail experiences, whether it’s a bookstore or Apple store, [. . .] there’s an expectation in terms of how patrons interact with technology [and staff]...that they bring with them when they enter the library. For the library to remain relevant and continue to engage their users, they have to step up their game.”

Enis, Matt. (2014).

# Trendwatching 101

- Why? → Discover new user expectations.
- Trends vs. Fads
- Be universal → Step outside the box of library land
  - Hospitality, retail, technology industries
- It takes time → make it a habit
- Be curious and open minded
- Don't do it alone

Activity Time



# Quick Tap Surveys



- Create beautiful surveys and forms in minutes!
- App that lets you capture data anywhere, even offline
- Turn an iPad or tablet into a data collection kiosk
- Generates reports that can be exported to popular analysis tools

Could this work in a library setting? If yes, how? If no, why not?

What would be some of your initial concerns?

# Heat Mapping



- Security cameras equipped with heat mapping software to track traffic patterns in brick and mortar stores
- Red areas indicate heavy traffic locations, while green spots show areas that are less used
- Understand where people congregate and linger

Could this work in a library setting? If yes, how? If no, why not?

What would be some of your initial concerns?

# Discussion

# Key takeaways....

- Creative thinking takes time
- Innovation needs to be thoughtful
- Pick a framework that works for your institution
- Listen to your users in new ways
- Don't be afraid to fail



Thank-you!

Erin Johnson- [ejohns83@uwo.ca](mailto:ejohns83@uwo.ca)  
Alison Wetheral- [awether2@uwo.ca](mailto:awether2@uwo.ca)

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# Images

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