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# How Healthy is Your Library? Diagnosing Culture and Curing the Patient

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# How Healthy is Your Library?

## Diagnosing Culture and Curing the Patient

*What is library culture?*  
How we do things. →

- Norms
- Values
- Rules
- Beliefs

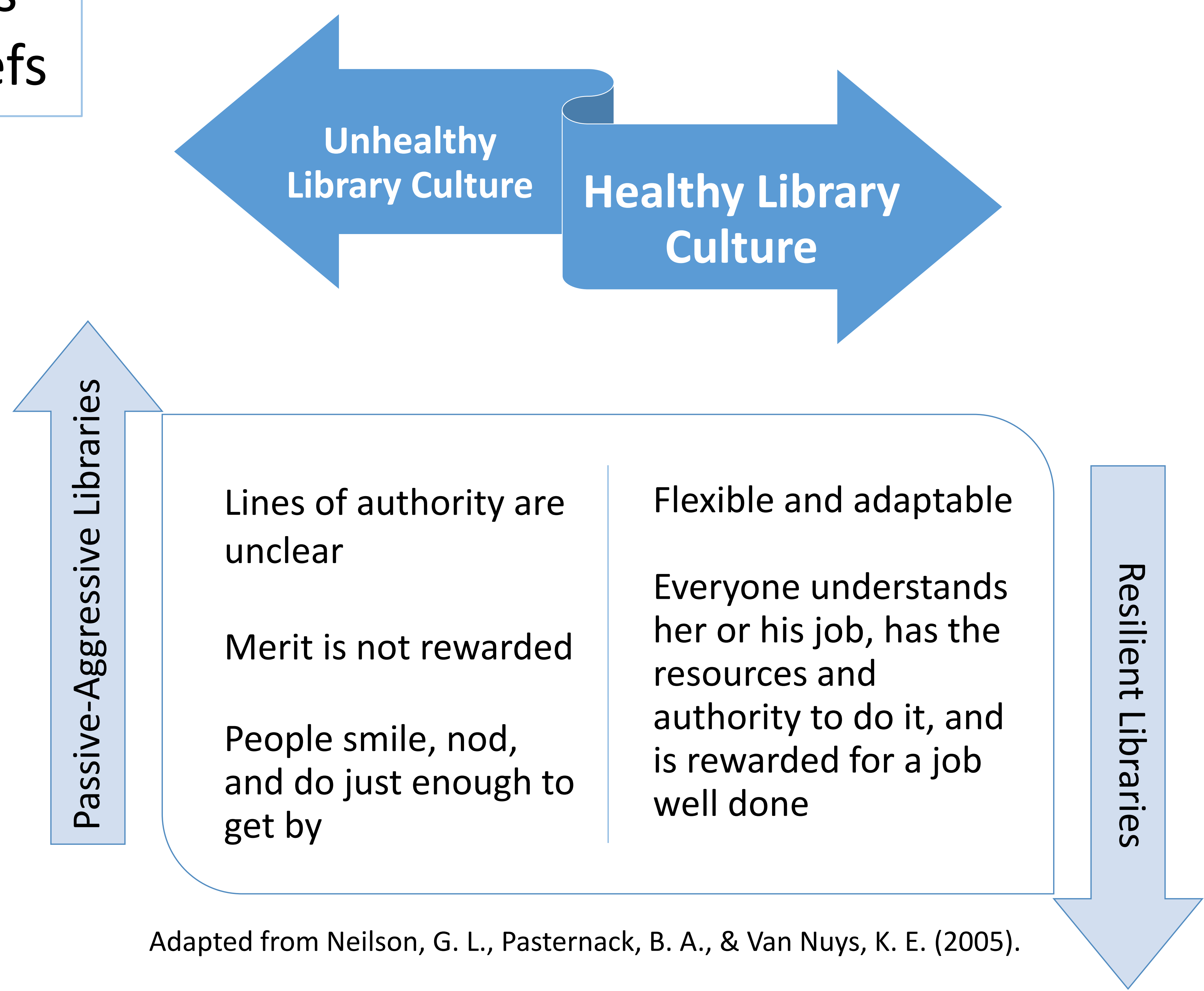
*When employees' healthy impulses—to learn, to share, to achieve—are not encouraged, other harmful but adaptive conduct gradually takes over. (Neilson, Pasternack, & Van Nuys, 2005, p. 84)*

### The Diagnosis

#### Agree or Disagree?

*These statements describe your library:*

- Everyone has a good idea of what decisions/actions she or he is responsible for
- Once made, decisions are not often second-guessed
- Employees usually have the information they need to understand the bottom-line impact of their day-to-day choices
- Information flows freely across organizational boundaries
- The individual performance appraisal process differentiates among high, adequate, and low performers



### The Cure

- Define the desired culture
  - ✓ Clarify what behaviors you desire
- Diagnose your current culture
  - ✓ Use valid and reliable instruments
- Share the results with the staff and brainstorm solutions
  - ✓ Make staff feel valued & have ownership of problems and solutions
- Form a plan and *follow it!*
  - ✓ Set milestones and use measures
  - ✓ Reward behaviors that support a healthy culture

Adapted from Sharkey, L. (2013, March 13).

### What You Can Do

Recognize signs of an unhealthy culture	Help identify problems	Be a team player
Practice accountability	Communicate authentically	Master productive conflict
Be open to learning	Help implement solutions	