11-20-2015

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

Emily A. Hicks
University of Dayton, ehicks1@udayton.edu

Follow this and additional works at: https://ecommons.udayton.edu/roesch_fac_presentations

Part of the Library and Information Science Commons, and the Organization Development Commons

Recommended Citation
Hicks, Emily A., "How Healthy is Your Library? Diagnosing Culture and Curing the Patient" (2015). Roesch Library Faculty Presentations. 29.
https://ecommons.udayton.edu/roesch_fac_presentations/29

This Poster is brought to you for free and open access by the Roesch Library at eCommons. It has been accepted for inclusion in Roesch Library Faculty Presentations by an authorized administrator of eCommons. For more information, please contact frice1@udayton.edu, mschlangen1@udayton.edu.
How Healthy is Your Library? Diagnosing Culture and Curing the Patient

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)

What is library culture? How we do things.

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

Unhealthy Library Culture

Healthy Library Culture

Flexible and adaptable
Everyone understands her or his job, has the resources and authority to do it, and is rewarded for a job well done

Lines of authority are unclear
Merit is not rewarded
People smile, nod, and do just enough to get by

Passive-Aggressive Libraries

Resilient Libraries

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

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

Turning an unhealthy company [or library] into a healthy one will... make a real difference in the lives of the people who work there. (Lencioni, 2012, p. 13)

Emily A. Hicks, Director of Information Acquisition & Organization and Associate Professor