Harnessing the power of a smart staff

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Smarter Team Building for the Smarter Library

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What motivates diverse teams to work together? What drives motivation in general?
Extrinsic vs Intrinsic motivation
Extrinsic Motivation

• Focused on external rewards
• What’s in it for me?

Image source: https://commons.wikimedia.org/wiki/File:Noun_84055_-_Carrot_and_stick.svg
Intrinsic Motivation

- sense of achievement
- curiosity
- interest
- pride

Extrinsic Motivation

- money
- grades
- career
- praise
- exams

Image source:
https://upload.wikimedia.org/wikipedia/commons/a/ae/Intrinsic_Vs_Extrinsic_Motivation.jpg
Self Determination Theory
Self-Determination Theory (SDT)

• Richard Ryan and Edward Deci. *Intrinsic Motivation and Self-Determination in Human Behavior* (Springer US, 1985)


Image source:
https://upload.wikimedia.org/wikipedia/commons/7/76/SelfDeterminationTheory.png
Autonomy

• Autonomy over “task, time, team, technique” – Daniel Pink
• Doesn’t mean total independence
• Includes accountability
• Acting with choice; opposite of “control”
• “Control leads to compliance; autonomy leads to engagement” – Daniel Pink
Encouraging Autonomy for Teams

• Encourage staff to propose projects - but within a strategic context
• Build a project charter document
• What problem are we trying to solve?
• Establish clear deliverables, accountabilities
• Team should establish its own ground rules
• Team leader checks in with sponsor frequently and then keeps team on track
Competence/Mastery

• Desire to get better and better at something that matters
• Develop a state of continuous learning, inquiry
• Part of a learning organization
• University of Rochester’s motto: “Meliora” – “ever better”
Competence/Mastery for Teams

• Value the process of learning, not just perfection
• Choosing team members: Mix those who have necessary expertise with others who want to learn
• Build appreciation of others’ expertise as well as their motivations to building competence/mastery in new areas
• Value the competencies gained by successful teamwork
Relatedness/Purpose

• Making a contribution toward a shared goal
• Finding and working toward a higher, enduring cause
Relatedness/Purpose for Teams

- Articulate the vision/context for the project
- Encourage team members to relate the project’s goals to something personally important to them
- Professional development (working toward mastery) may provide a sense of purpose even if the end goal doesn’t
- Allow time for teams to “build their own” relatedness
Walking the walk…

• Cultivating successful teams is itself a competence to be learned by administration
• Missteps are part of the process
• Model accountability, especially when things go wrong
• Celebrate team effort as well as achievement
Thank you

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Future Relevance
What’s Next?
Hiring “Creeps”

Required
- Education
- Skills
- Characteristics

Preferred
- Education
- Skills
Collaborative / Ability to work outside core discipline/ Boundary-crossing competencies

BROAD

DEEP

Disciplinary expertise
Expertise in a second field
Growing Our Own
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“11: Newly transplanted Money Plant” by Francis Chung is licensed under CC BY 2.0 / Cropped from original
Thank you

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WHY CARE ABOUT MILLENNIALS?

Millennials make up the largest generation.

The traditional college student demographic falls in the millennial demographic.

Millennials are reading books and using libraries more frequently than any other generation.
WHO ARE THE MILLENNIALS?

• Pew Research Center

• U.S. Census
  • Born: 1982 – 2000

• Millennials Rising by Neil Howe and William Strauss
  • Born: 1982 - 2002

• Also known as: Gen Y, Net Generation, Trophy Generation, Eco Boom Generation, and Digital Natives

• The largest generation
• The most diverse generation
• The most educated generation
POPULATION BY GENERATION IN MILLIONS

- Silent Generation (70-87): 28 million
- Baby Boomers (51-69): 74.9 million
- Gen X (35-50): 66 million
- Millennials (18-34): 75.4 million

Population by Generation in Millions
THE MOST DIVERSE GENERATION: A SNAPSHOT OF DIVERSITY

- Materials offered in mother languages
- Fiction characters that represent their identity
  - African Americans
  - Exceptional persons
  - Latinos
  - LGBTQ+
- Collections that reflect the community
SERVING THE MOST EDUCATED GENERATION

• More continuing education experiences
  • “Adulting” classes
  • Gardening
  • Home beer brewing
  • Photography
  • Home improvement
  • Gaming

• Eclectic collections
  • Include horror, fantasy, sci-fi, mysteries, and romance
  • Comics & manga
  • Ukulele
  • Kits: gardening, cooking, sewing, etc.
WHAT DO MILLENNIALS WANT?

• Collaborative learning space / learning commons
• Access to information technologies and freely accessible internet
• Space to blend academic and social pursuits
• Participation, not just consumption / passive of services
• 24/7 access to information
• Tools and spaces to aid in multi-tasking
• Work/Life balance
• Millennials are people, first and foremost
Percentage of Millennials accessing reading content in the United States as of January 2015, by type

- **Read a print book:** 79%
- **Read an e-book on a laptop/desktop computer:** 72%
- **Read a magazine or newspaper online:** 51%
- **Read an e-book on a tablet:** 46%
- **Read a magazine or newspaper in print:** 37%
- **Read an e-book on a mobile phone:** 36%
- **Read an e-book on a dedicated e-reading device:** 31%
- **None:** 5%

**Note:** United States; January 2015; 18-34 years; 1,000

**Source:** Publishing Technology ID 429519
## Millennial Perceptions vs. Truth

<table>
<thead>
<tr>
<th>Perception</th>
<th>Truth</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not use libraries</td>
<td>They use public libraries more than any other generation (Pew Research)</td>
</tr>
<tr>
<td>They hop from one job to the next</td>
<td>They job hop at the same rate as Generation X</td>
</tr>
<tr>
<td>They move often</td>
<td>The rate Americans move has decreased due to millennials staying put</td>
</tr>
<tr>
<td>They do not read as much as older generations</td>
<td>They read more on average than older generations</td>
</tr>
</tbody>
</table>
WHAT GENERATIONAL RESEARCH DOESN’T TELL US

• Causes of negative media representation
• How to effectively market to millennials
• Behaviors indicative of life-stage attitudes versus generational preferences
HOW DO YOU CURRENTLY SERVE MILLENNIALS IN YOUR COMMUNITY?
Thank you!