Building a Change–Ready Organization
Enabling responsiveness and resilience

Elliot Felix
Founder, brightspot strategy
hello!
today’s agenda:

- **Introduction**
- **Lean Mindset**
- **Self-Organization**
- **Innovating with Users**
- **Discussion**
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- **Q & A**
What are some factors creating change in your organization?
What is the biggest driver of change for your organization?

- New leadership: 41%
- Budget / funding changes: 19%
- New technologies: 21%
- Demographic shifts: 3%
- New user needs: 14%
- Other: 3%
lean
How can you be more responsive while reducing risk and increasing buy-in?
embrace lean to test and iterate

Instead of beginning with an idea you think people want, spending years to develop it, launching it, and failing… you conduct quick tests with increasing detail to get feedback, learn, and deliver something you know people will use and value.

Why adopt a lean approach?

• Minimize risk
• Build support and loyalty
• Change the pitch
a lean story: Adobe Kickbox

Source: http://www.fastcodesign.com/3042128/adobes-kickbox-the-kit-to-launch-your-next-big-idea
pop-up IT helpdesk
pop-up IT helpdesk
pop-up IT helpdesk results

What were the results?

- 600% increase in volume!
- 97% customer satisfaction
- Valuable data gathered from intake process
- Validated strategy, then incorporated into Research Commons within library
Don’t build it and hope they will come. Test it and know they will.
Discussion:
What upcoming project or initiative could you take a lean approach to?
self-organization
How can you empower people to create a more resilient organization?
### Management Paradigms, by Era

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<td>Red</td>
<td>Tribal</td>
<td>Fear</td>
<td>N/A</td>
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<td>Gangs, Mafia</td>
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self-organizing story: Morning Star

The mission is the boss
Employees create annual “CLOU”s
Anyone can suggest improvements
Anyone can spend resources
No titles or promotions
Peer-based compensation decisions

https://hbr.org/2011/12/first-lets-fire-all-the-managers
user experience findings

DISCOVERING
Finding the right information, content, people, and tools

FOCUSING
Filtering info and identifying what’s next

SHOWCASING
Sharing back to the community

CREATING
Expressing and applying ideas

GROWING
Mastering new skills and building relationships
playbook and staff teams

Virtual Browsing

Themed Communities

Entrepreneurship Center

Teaching & Learning Studio

Project Rooms

Pop-Up Showspaces

Research “Navigators”

Peer-to-Peer Events

Loyalty Program
example: research navigators

Consultations & Research Navigators
Consultation service will involve expert librarians across the spectrum of services, plus Research Navigators to meet specialized, administrative research needs.
example: research navigators

services and staffing
Services will be delivered in the “Expert Consultation Center”, GT faculty offices throughout campus, departmental spaces, other campus spaces, and classrooms, among others. There are two core offering: expert consultations with librarians, and research navigators.

Proposed Services
1. Expert consultations with faculty and students on subject matter areas, research, tools, scholarly communication issues, data management, copyright, author rights, and much more.

2. Research navigators who:
   - Assist researchers with their projects by guiding them through the research infrastructure, assessing research needs, facilitating access to resources and tools, and matching the needs of researchers with the expertise of potential collaborators or mentors or research resources;
   - Help negotiate administrative and other research hurdles across the spectrum of the research process;
   - Provide navigation assistance to the appropriate support services available on campus and beyond.

Proposed Staffing
In the Library, expert librarians and research navigators will meet with users in the “Expert Consultation Center” at dedicated meeting and work area with easy access from the library store and staff / faculty offices.

Expert librarians will include subject liaisons, school communications librarians, and more.

Research navigators, a new role, will likely not be librarians. Their skill sets may include:
- Grant expertise (locating funding, proposal help)
- IRB expertise
- Advanced level of knowledge of research processes
- Knowledge of and understanding of emerging technologies for research
- Basic understanding of research equipment; in-depth knowledge of locations and lending potential for specific research equipment

services by level
By level, these are the services that will be offered for consultations and research navigators.

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<th>Service Level</th>
<th>Services</th>
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<td>Level 1: “Help yourself.”</td>
<td>Complete activities independently and request help when needed.</td>
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<td>- Off hours (6 pm – 8 am) &amp; business hours (8 am – 6 pm) – Booking Kiosk available for users to make appointments</td>
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<td>- Marketing Kiosk available all hours to help users understand services available and access research guides and service webpages</td>
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<tr>
<td>- Expert librarian available to delineate specific services and resources available</td>
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<td>Level 2: “Help me with...”</td>
<td>Transactional and basic consultative services for users who know what they need.</td>
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<td>- Welcome Desk to provide triage for services by expert consultants and research navigators in order to direct users to appropriate expert and/or “on duty” expert</td>
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<td>Level 3: “Advise me on...”</td>
<td>Guidance on a range of topics, where a deeper understanding of the user’s needs is required and service providers personalize responses and/or make recommendations.</td>
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<td>- Expert subject / content consultations (e.g., scholarly communication, copyright / fair use, author rights, data management, subject-specific research assistance, patents, etc.)</td>
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<td>- Research Navigators to provide advice on research infrastructure and direct users through IRB process, identify collaborators and connect users to other campus experts</td>
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<td>Level 4: “Work with me too...”</td>
<td>Support users as they progress through a project, where knowledge of the user’s content is critical.</td>
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<td>- Expert subject / content consultations (e.g., scholarly communication, copyright / fair use, author rights, data management, subject-specific research assistance, patents, etc.) – alone or in collaboration with other experts – to provide repeated and/or longitudinal guidance throughout a project or class</td>
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<td>- Research Navigators to work with users to identify grants, navigate through the IRB process, identify collaborators, etc. throughout the research process</td>
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**example: research navigators**
The more you distribute responsibility, the faster you can move and the more easily you can adapt.
Discussion:
What responsibility could you let go of and enable a team to run with?
How can you listen to and innovate with your lead users?
user-driven innovation

Instead of assuming that you have to come up with new ideas to meet your users’ needs, you can uncover innovations they’ve already created and then support and scale them.
the camelbak...
where the camelbak came from...
UCLA Inquiry Space

A multi-use space for consultations, classes, and workshops on research assignments, theses, and other projects.

Note: Though UCLA is a client, brightspot was not involved in this project.
UCLA Inquiry Space

Staff Workstations & Collaboration

“Laptop bar” study space

Research Consultations

Chat/Book/ Social area

Maker Space for exhibit prep and digital projects. Also used as Digital Humanities studio classroom.

Living Room can be used for meetings, workshops, and student study space.

InqSpace
Inquiry Labs | UCLA Library
You don’t have to come up with the next big thing. Your lead users already have.
Discussion: How can you foster user-driven innovation within your organization?
To build a change-ready organization, adopt a lean mindset, enable self-organization, and support your lead users.
questions?
thank you!

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