BUILDING A TURNED OUTWARD TEAM ORGANIZATIONAL CULTURE

INTRODUCTION

Use this tool to identify ways to help your team Turn Outward.

Whether you are the library director, a department head, a branch manager, or just lead a team – you can use these steps to orient your team and keep building a Turned Outward approach.

NOTE: At several points this tool references ideas and tools that are part of your Public Innovators Lab Guide. It will help if you to reference these as you do this work.

Step 1: Introducing Turned Outward

1. Use one of the following tools to help the team discover the idea of being Turned Outward:

- Use the Make the Personal Choice to Turn Outward rating chart and have a discussion about how the team spends its time.

- Use the 3A's exercise and video. Talk about how the library and the team are doing on the three A's.

- Hold a Community Conversation or use the Aspirations exercise with the team.

  o Let them be community members.

  o Talk about how it was a different conversation and how using this approach might help the library and others.

Tools I Used:	How Well Are We Doing?

Step 2: Get Experience in Being Turned Outward

Being Turned Outward can't just be an idea. The team needs experience with it. You will have to expect, encourage, and support action steps to have experiences being Turned Outward.

- Have the team organize, lead, and observe Community Conversations. Summarize public knowledge together and talk about how it impacts the library.

- Participate in and visit with other community organizations and residents. Get outside the library and go into communities and hold one-on-one conversations using the Ask tool.

- Engage visitors to the library with the Ask tool. Talk to people about their aspirations for the community. Listen to their stories without having to solve a problem.

> Some libraries have created a kiosk or desk to engage people. One library created an "aspirations tree" and took it around town and put it in the library to have community members put their aspirations on leaves and hang them on the tree. Library staff members at these kinds of displays are then ready to engage directly with community members about the community, not about a library service.

- Talk about your experiences and keep track of it.

What We Did:	What We Are Learning:

Step 3: Make Turned Outward Thinking a Part of Your Work

To build Turned Outward thinking into the team, it has to show up in the work. Try some of these thoughts:

- Create an Innovation Space to regularly talk about what you are learning from the community and how the library can be better connected to community.

- Keep the 3A's at the center of your regular meetings and work. Hang the summary of the 3A's as a poster in your staff meeting room. Or use the Turning Outward Across Key Functions as part of regular program reviews.

- Look at the Applying Public Knowledge to Library Programs Tool.

Step 4: Institutionalize it

If you have done these things, and are doing them on a regular basis (because building culture takes time and repetition), it might be time to think about embedding Turning Outward into job descriptions, performance reviews, and hiring processes.

You may be ready to turn to The Harwood Institute-created ALA tool – *Making it Stick* – designed to help libraries that have started doing Turned Outward work make it a part of the everyday work of the library. This tool is available at www.ala.org/LTC.

Ask yourself, "Where Turning Outward is taking hold, what do I know about the characteristics of those people, what they are able to do well, and their views on the importance of community? What skills do they bring to the table?" Let these answers be your guide!