Thriving Indiana Libraries in 2027

Our Strategic Visioning Process
February 3, 2017

Promoting all libraries in Indiana and fostering the professional growth of our members
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Meet Robert Hoke

• Planning and evaluation consultant with 20 years experience with education, human services and workforce development

• Prior work includes:
  • Indy PL
  • Ivy Tech
  • IN Assoc of United Ways
  • Lilly Endowment

• ILF Board authorized consulting agreement Dec. 2016
My Story with Libraries

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Strategic Visioning involves . . .

- Holding an image of the vision or ideal future in one’s mind
- Drawing on and being shaped by the organization’s core values
- Continuously scanning the environment, looking for opportunities and threats
- Seeing the patterns and relationships in events and circumstances
- Recognizing the interconnections and interdependencies before making decisions and taking action
- Making decisions and taking actions for the long term that are shaped by the vision, core values, awareness of the environment, and awareness of the interdependencies
Difficult to see.
Always in motion is the future.
Where are we in the process

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• 2016 – Board actions and ILF Work Plan lay the foundation

• Feb. 3 – Visioning Session

• March/April - Board review

• Late winter/spring – solicit feedback and specifics on implementation

• June – Board action(s)

• August - Board action(s)

• October – Board action(s)

• November - Annual Meeting and report to members
Key Questions

Are we doing things in the right way?

Work Plan addressed 5 areas to improve on “doing things in the right way” (Office, Engagement, Governance, Professional Development and Communications)

Are we doing the right things?

Strategic Visioning process will challenge us to make sure we are doing the right things to advance libraries for the future.

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Objectives

• Identify 4-6 Primary Strategic Priority Areas (Buckets)

• Increase Understanding and Consensus About Future of ILF

• Strategic Visioning Committee and ILF Leadership are Prepared to Use the Day’s Insights for Next Steps

• Recommend Priority Activities for 1st Year Implementation
Looking at the day

VISIONS OF LIBRARIES IN 2027

DRIVERS, SUPPORTS, CONSTRAINTS

POTENTIAL ROLES FOR INDIANA LIBRARY FEDERATION

WHAT SHOULD ILF DO IMMEDIATE TO GET READY?

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Primary Ground Rule: Model the *Civil Dialogue Discussions* we would like to see in our libraries
Discussion Principles

- Everyone participate, no one dominate
- Success depends on participation – share ideas, ask questions, draw others out
- Stay at the strategic level (out of the operational)
- Listen for the future to emerge
- One speaker at a time
- Share your unique perspective
- Be positive, non-judgmental and open to new ideas
- State your “headline” first, then the supporting information as necessary
- Be brief and meaningful when voicing your opinion
- Expect to be surprised
- Ask “what’s possible?” not “what’s wrong”? Keep asking
- “Yes…and” thinking (not, “Yes…but”)
- Stay out of the weeds and the swamps

HAVE FUN!!!!!!
Brainstorming Principles

1. Go for *quantity*.
2. Share ideas in headline style.
3. Don’t judge, argue over, criticize, praise, or evaluate the ideas offered.
4. Build on or combine each other’s ideas.
5. Remember that wild, off-the-wall, and humorous ideas stimulate creative thinking.
6. Encourage everyone to participate—but silence is okay, too.
Talk about Visions: Not Tactics*

*Except in the afternoon when we ask for activities
125 YEAR HISTORY ALLOWS FOR OPTIMISM

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Doesn’t End in this Room

• Post-Event Survey
• Unit Meetings
• Strategic Visioning Committee
• Special Outreach to Other Voices
• WATCH THE ILFONLINE WEBSITE
## Jumping into the Work: Session 1

<table>
<thead>
<tr>
<th>Step One</th>
<th>Find a partner at your table. Try to find someone you don’t know, ideally from a different sector (public, school, academic, special) or area of state.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Two</td>
<td>Interview each other. In addition to their usual introductory information, find out what their “perfect day in their library in 2027.” (Section on note taking sheet)</td>
</tr>
<tr>
<td>Step Three</td>
<td>Introduce your partner to the other participants at the table. Share their vision of “a perfect day.”</td>
</tr>
<tr>
<td>Step Four</td>
<td>After everyone has introduced each other, discuss common themes, phrases, experiences. Put these on post-it notes.</td>
</tr>
<tr>
<td>Step Five</td>
<td>Report back to the full room. Every table will have one minute to share one vision plus some common themes.</td>
</tr>
</tbody>
</table>
## Driving Forces: Session 2

<table>
<thead>
<tr>
<th>Step One</th>
<th>Each person considers their own vision for the perfect day: “what key external trend(s) will have the greatest impact on that vision.” Think about the external factors in the pre-retreat webinar. (Also on table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Two</td>
<td>Write the driving forces on post-it notes. Discuss with the table and start to group common driving forces together.</td>
</tr>
<tr>
<td>Step Three</td>
<td>As a group choose which two driving forces will have the most impact collectively on your visions of a “perfect day.” <em>(Capture on Sheet)</em></td>
</tr>
<tr>
<td>Step Four</td>
<td>As a group choose which two driving forces are the hardest to predict. <em>(Capture on Sheet)</em></td>
</tr>
</tbody>
</table>
## Supports: Session 3

<table>
<thead>
<tr>
<th>Step One</th>
<th>Each person considers their own vision for the perfect day: “what factors will propel us to the vision.” <em>Think about what would increase the wind at your back and smooth sailing ahead.</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Two</td>
<td>Write the supports on post-it notes. Discuss with the table and start to group common supports together.</td>
</tr>
<tr>
<td>Step Three</td>
<td>As a group choose which two supports will have the most impact collectively on your visions of a “perfect day.” <em>(Capture on Sheet)</em></td>
</tr>
</tbody>
</table>

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## Constraints: Session 4

<table>
<thead>
<tr>
<th>Step One</th>
<th>Each person considers their own vision for the perfect day: “what factors will prevent the future perfect day.” <em>Think about what would cause heavy head winds and make sailing much more difficult.</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Two</td>
<td>Write the constraints on post-it notes. Discuss with the table and start to group common constraints together.</td>
</tr>
<tr>
<td>Step Three</td>
<td>As a group choose which two constraints will have the most impact collectively on your visions of a “perfect day”. <em>(Capture on Sheet)</em></td>
</tr>
</tbody>
</table>

**REPORT BACK TO ROOM: DRIVERS, SUPPORTS, AND CONSTRAINTS**
What we heard from participants so far (sending this and detailed notes to Steering Committee)

A future state...

....where communities strongly support and value libraries
....where libraries are highly responsive to the changing needs of their communities
....where libraries proactively engage new technologies
....where information literacy is embraced
.....where library staff continue to receive exceptional education and training
....where libraries and library staff are sustained by a strong, stable, and vibrant state-wide organization
Pre-Lunch Tactical Moment

From what you have heard this morning:

What is the One Activity That ILF Should Undertake in the Next Year to Assure All of Our Perfect Days in 2027?

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Focusing on ILF’s Role: Session 5

<table>
<thead>
<tr>
<th>Step One</th>
<th>Tables are now focusing on specific topic areas. Table leaders read the sample goals/vision statements to their tables. What is missing? Add additional goals/visions based on morning discussions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Two</td>
<td>Each table will have a collection of supports from the morning sessions. Identify the key supports that will help reach the visions statements for your topic area. Add key missing supports.</td>
</tr>
<tr>
<td>Step Three</td>
<td>Each table will have a collection of constraints from the morning sessions. Identify the key constraints that could prevent reaching the visions statements for your topic area. Add key missing constraints.</td>
</tr>
<tr>
<td>Step Four</td>
<td>As a table: Identify 2 vision/goals that ILF should prioritize.</td>
</tr>
<tr>
<td>Step Five</td>
<td>As a table: What two supports and two constraints should ILF focus on impacting?</td>
</tr>
</tbody>
</table>
Basecamp Year One: Session 6

<table>
<thead>
<tr>
<th><strong>Step One</strong></th>
<th>Tables will be provided a collection of activities suggested in the pre-lunch tactical moment. Add additional activities on post-it notes that apply to the priority visions, supports, and constraints.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step Two</strong></td>
<td>Separate the activities into three categories: those activities that could have a major impact on the priority vision, those that could have a minor impact, and those that are unlikely to have an impact.</td>
</tr>
<tr>
<td><strong>Step Three</strong></td>
<td>For only those that were identified to have a major impact: add to the work plan on the table leaders note page under the appropriate category.</td>
</tr>
<tr>
<td><strong>Step Four</strong></td>
<td>As a table: identify which 1-3 activities are the most critical for the first year implementation. Also identify any of the sample activities that should not be a priority for ILF.</td>
</tr>
</tbody>
</table>
## Celebrating Our Success

### Step One

Each participantbrainstorms on post-it notes an award that ILF won within the table topic category:

- **What is the name of the award?**
- **Why result was accomplished between 2017 and 2027 that was so outstanding?**

### Step Two

Share with the table. Select the 1 or 2 award ideas that represents the results the table hope ILF will achieve by 2027.

### Step Three

Each table will present 1-2 award ideas to the entire room.