

Ready, Set, Go... Lead Your Learning Organization!



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Presenters



Tanya Sinclair
CEO Chief Engagement Officer
Pickering Public Library
Ontario, CANADA
tanyas@picnet.org



Christy Harper
Manager, Technology
Pickering Public Library
Ontario, CANADA
christyh@picnet.org



Sabrina Yung
Manager, Community Engagement and Marketing
Pickering Public Library
Ontario, CANADA
sabinay@picnet.org

Learning Outcomes

- What it means to lead a learning organization
- Come away with a tool kit
- Identify and develop learning culture strategies



Why We Did It



Pickering Public Library



STRATEGIC PLAN
2019-2023





**A workplace that
“learns continuously
and transforms itself”
(Marsick & Watkins)**

A learning organization is a workplace “where people are continually learning how to learn together” (Peter Senge)



Characteristics of a Learning Organization

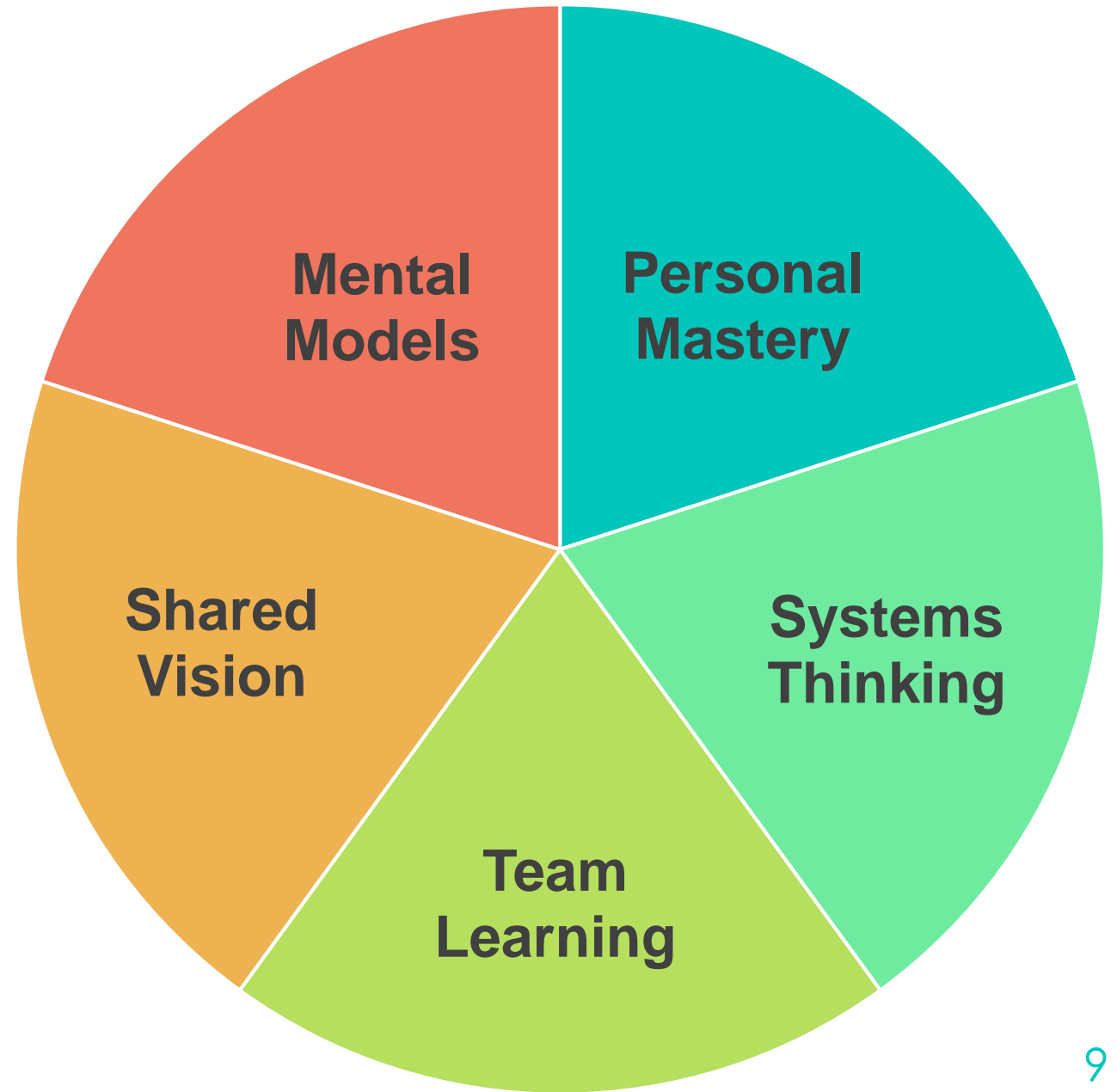
Traditional Organization

- Annual
- Top down visioning
- Hierarchy
- Status quo.
- Perfectionism
- Template driven
- Change resistant

Learning Organization

- Continuous
- Collaborative, team driven
- Leadership at All Levels
- Change friendly
- Risk Taking
- Creativity and innovation
- Agility & Enthusiasm for Change⁸

The Five Principles of a Learning Organization



2. Keep up with today's business realities

3. Create a workforce that is adaptable

4. Better serve our communities and clients

1. Create a culture of learning

GOALS

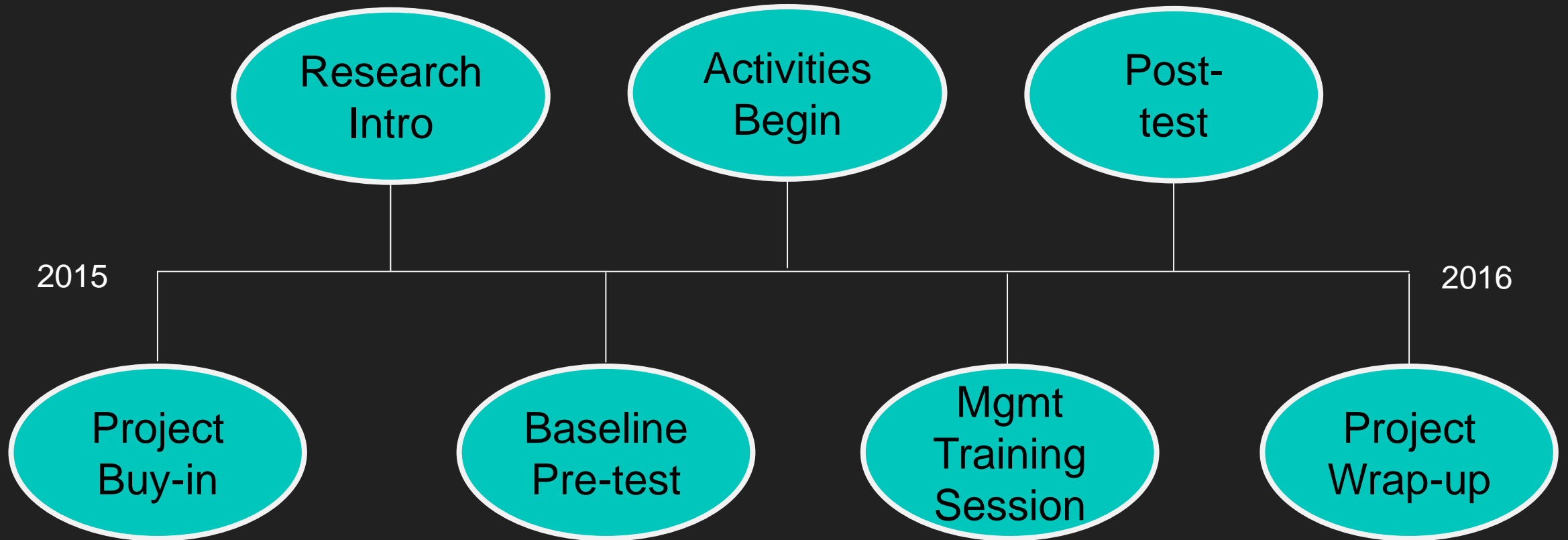


Measures

- 9 month comparative case study at Pickering Public Library
- Measure of employee perceptions



Project Milestones



Supporting Change



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The Learn Committee



Staff Learning Activities



**‘We are the
Champions!’**

Staff became
champions of
electronic
products which
led to ownership,
enthusiasm

Our Learning Philosophy

We learn together by having a shared vision and goals, by helping each other with learning opportunities, and by sharing our knowledge

We take risks and make mistakes knowing this is the way to learn

We are a progressive learning organization that values our staff as its largest resource

We encourage exploration and wonderment

We believe in finding answers, whether that is through asking questions or seeking answers on our own

We share our successes and our failures to encourage and support others in their journey



What are you doing?



Survey Results





Workplace Culture

Risk Taking

- Learning Time & Workplace Mental Health
- Backpack Library & Makerspace
- Hiring Non-Librarians

Role of Leaders

“In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models - that is, they are responsible for learning.”

Peter Senge, MIT & learning organization founding scholar

Areas to Improve

- Disconnect between some non-public service departments and the learning organization
- LEARN Committee slow down
- Workplace mental health
- Employee turnover



2. Keep up with today's business realities

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GOALS



What Changed? *part 1*

BEFORE Learning Org

- Good Programs
- Specialists (few staff had tech knowledge – “Kayhan will help you”)
- Staff technology proficiency was not keeping up with client needs
- 2012 Client Satisfaction Survey 36% “wildly enthusiastic”
- Formal employee training (mandatory participation), 0.5% budget
- Annual Staff Training Day (workshops/lectures)

AFTER Learning Org

- **FOPPL 2018 PPL best public library of our size in Ontario based on 2017 MTCS survey!** Best Summer Reading Club in Canada 2016.
- Generalists (tech comfort “I can help you!”)
- **20% increase in self-rated staff technology skill proficiency in 2016 vs. 2014**
- 2016 Client Satisfaction Survey 43% “wildly enthusiastic” about PPL
- **Training up 36% in 2016 (informal)** 55 self-directed employee PD Days, training budget ↓, learning hours ↑
- Year-round self-guided learning, PD Days, £25 Annual Off-site Staff Learning Day

What Changed? *part 2*

BEFORE Learning Org

- Top-down leadership, Silo by department
- Cautious, Afraid to Fail
- Hiring focused on bringing in people with library credentials MLS, LIT
- We focused on physical health & safety training (required by law)
- Good programs inside the library
- Good local reputation for digital services

AFTER Learning Org

- **Leadership at all levels. Cross-functional collaboration**
- Agile Risk-takers, Learning through Failure
- **Hire a wide range disciplines (social work, retail, marketing, HR, Librarianship)**
- Canada's Safest Employers for Psychological Safety 2017 – silver award
- **Popular Backpack Library without Walls (Connect): wifi, technology outreach**
- City of Pickering World's Smart21 Cities 2017 & 2018 due to library tech outreach

Tool Kit e-Resources

- http://bit.ly/LearningOrg_Checklist
- <http://bit.ly/AppreciativeInquiryExercise>
- http://bit.ly/Actions_That_Support_Learning_Org
- http://bit.ly/LearnMeetUp_Worksheet
- http://bit.ly/Learning_Path_Goal_Template
- <http://bit.ly/PDLearnAnywhereGuidelines>
- http://bit.ly/PPL_LearningPhilosophy
- <http://bit.ly/LearningOrgVideoAbstract>
- <https://www.creativityatwork.com/design-thinking-strategy-for-innovation/>
- <https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process>
- http://bit.ly/OpenAccess_BuildingaLearningOrgPaper
- <http://bit.ly/BuildingaLearningOrgpaper>
- <https://hbr.org/2008/03/is-yours-a-learning-organization>
- http://bit.ly/Deloitte2017_GlobalHumanCapitalTrends
- <http://www.tandfonline.com/eprint/dpJdxz4c84vP47Wrng28/full>
- <http://bit.ly/PPLBELC>

Questions?



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