

Tools for Stepping Forward

November 2019

Enclosed are a few tools from *The Harwood Institute*.

These are provided so you can take action now!

For additional information and inspiration, go to:

- theharwoodinstitute.org/
- www.ala.org/tools/librariestransform/libraries-transforming-communities/resources-for-library-professionals
- conversations.westchesterlibraries.org/

Libraries transform!

INTENTIONALITY

Six questions to ask yourself to stay focused on impact.



REFLECT

on your answers and the implications



POST

on the wall



SHARE

with others in your office

THE TURN QUIZ

Are you Mostly Turned Inward or Outward?

Look at the two columns below. For each row circle the word that best describes the focus of your work or efforts in the community. Descriptions on the next page.

I am generally focused on:

INWARD



Activity



Programs



My Organization



People as Consumers



Process



Outreach



Public Relations



Inputs



Claiming Turf



Charity



Feeling Good

OUTWARD



Action



People



My Community



People as Citizens



Progress



Engagement



People's Reality



Impact



Coming Together



Change



Doing Good

TURN QUIZ DESCRIPTIONS



INWARD



ACTIVITY

Getting tasks on my list done; the more tasks, the better I'm doing!



PROGRAMS

Making sure the programs I'm part of are well executed and the people who are part of them feel good about the services they receive.



MY ORGANIZATION

Our bottom line, our brand position, our reputation, our competitive advantage – these things frame our internal conversations.



PEOPLE AS CONSUMERS

Our job is to provide good customer service, through good programs, good experiences, services, etc. Our success is whether our customers are satisfied with that they get from us.



PROCESS

I emphasize making sure that the steps are fulfilled in whatever I'm doing. Getting through the steps is important and how I measure my success.



OUTREACH

We need to make sure that we have enough ways to connect with people. This might be educational opportunities and other kinds of fun activities where people get to learn about our work.



PUBLIC RELATIONS

We need to make sure we are selling the positives of our work to as many people as possible.



INPUTS

I have to stay focused on the tasks I have to do as part of a larger effort. I can't worry about anything else.



CLAIMING TURF

We need to really make sure people know what issues or efforts we "own" in the community. If we don't make sure it happens, we won't get credit.



CHARITY

People and groups getting resources they need; making sure that giving is happening.



FEELING GOOD

Success is measured by whether people enjoyed programs, like our organization and have good things to say about us. We don't "rock the boat" too much.

OUTWARD



ACTION

Making sure that what I'm doing is adding up to the result I want.



PEOPLE

Thinking first about the people whose lives I want to impact and making sure their experiences drive my programmatic choices.



MY COMMUNITY

What is our role in relationship to our community? Is the state of the community what frames our conversations inside our organization?



PEOPLE AS CITIZENS

Our job is to work with people in communities, who also have a responsibility and a role to play in addressing problems that we all hold in common.



PROGRESS

I emphasize whether I'm moving the issue forward I care about. Processes are useful insofar as they help do that and should be adjusted as needed.



ENGAGEMENT

We have to regularly listen to people in our community in a way that lets them be open about the kind of community they want and the challenges they see.



PEOPLE'S REALITY

The most important thing we can do is reflect the reality of people's lives so they know they're heard and then how our work connects to that reality.



IMPACT

My tasks are important, but only insofar as they are leading to results that improve lives and our community. I am always checking whether what I'm doing adds up.



COMING TOGETHER

Making sure that things are getting done and people are working together to make it happen produces results, and we have to start there before we think about credit.



CHANGE

Making sure that progress is happening in the community and issues are getting addressed, which sometimes takes money and programs and sometimes doesn't.



DOING GOOD

We are willing to make hard choices to do what's right by people in the community, which means we have to accept that not everyone is going to like what we do, and we aren't always going to be happy with doing it.

HOW CAN I TURN MORE OUTWARD?



ASK EXERCISE

We want to get a sense of people’s aspirations for their community and learn about the kind of community they want to create. Introduce yourself and say, “We’re trying to learn more about people’s aspirations for their community. Would you be willing to answer four quick questions?”

1. What kind of community do you want to live in?

2. Why is that important to you?

3. How is that different from how you see things now?

4. What are some of the things that need to happen to create that kind of change?

NOTES FROM CONVERSATION

Who did you talk with?

Key ideas you want to remember:
