BKLYN INCUBATOR
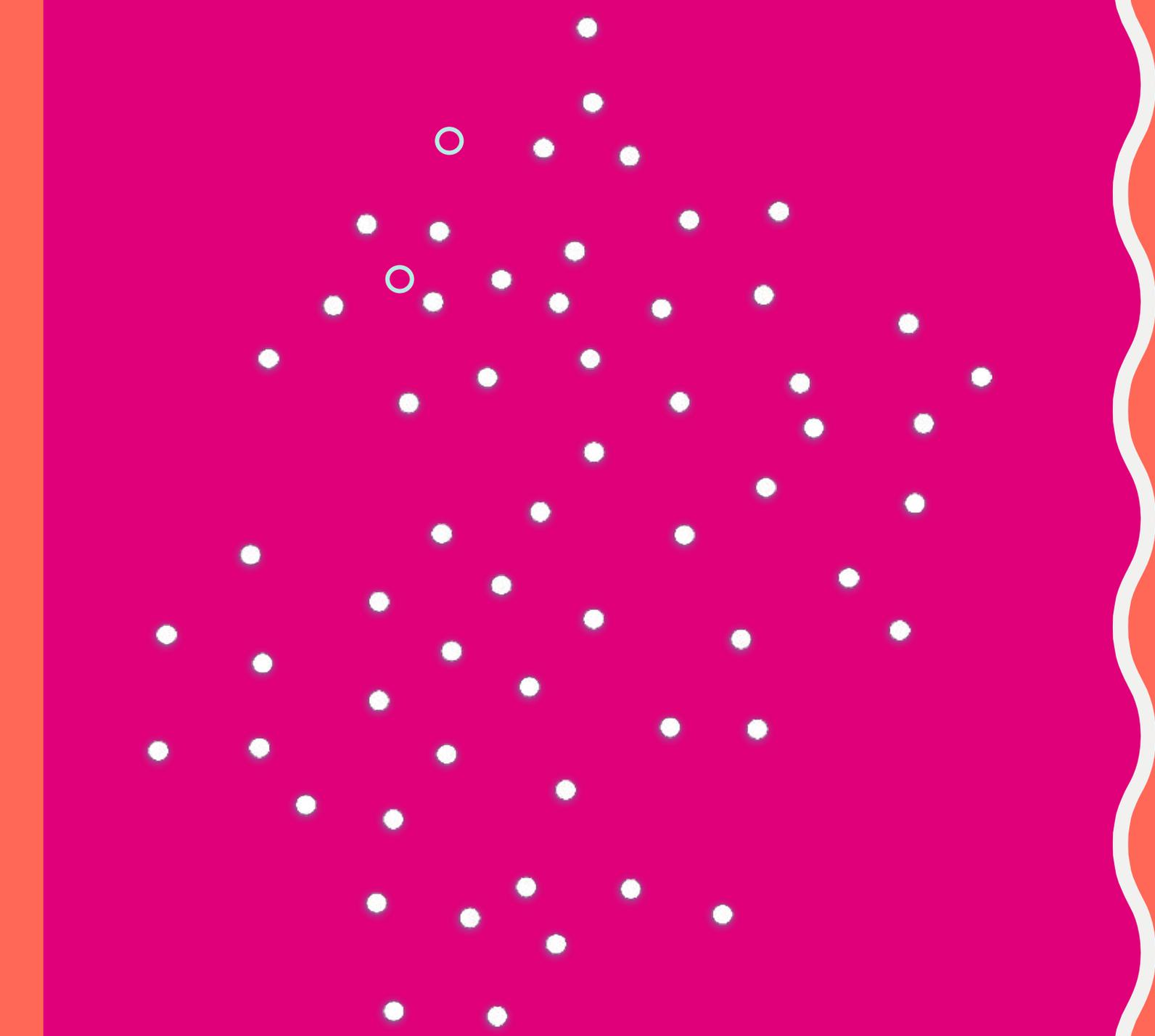
BROOKLYN PUBLIC LIBRARY
BRYNNA TUCKER
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BROOKLYN PUBLIC LIBRARY

Founded 1896

59 locations (soon to be 61)

69,000 free programs

Over 1 Million Attendees

Nearly 8 Million visits

HOW DO YOU ACTUALLY EMPOWER CHANGE?

1. Mindset
2. Addressing the right problems
3. Focusing on Why

HOW HAS BKLYN INCUBATOR EMPOWERED STAFF TO DRIVE CHANGE?

4. The BKLYN Incubator Curriculum
5. Case studies from the BKLYN Incubator Model
6. Do-it-yourself exercises

BKLYN

INCUBATOR

FOUNDED

2015

BEGIN AT THE BEGINNING

SINCE THEN…

- Five rounds
- 100 applications
- 35 funded programs
- $240,000+ in funds awarded
- 214 public programs created
- 8,300+ attendees
- 54 mentors engaged
- 100+ press mentions or articles

BKLYN INCUBATOR SUPPORTS INNOVATIVE PROGRAMS AT BROOKLYN PUBLIC LIBRARY BY PROVIDING **PROFESSIONAL DEVELOPMENT, MENTORSHIP, AND RESOURCES TO STAFF** WITH INNOVATIVE IDEAS.

THE PURPOSE OF THE BKLYN INCUBATOR IS **TO EMPOWER STAFF TO BUILD PUBLIC PROGRAMS AND SERVICES FROM THE GROUND UP** AND SUPPORT IDEAS THAT ARE RESPONSIVE TO COMMUNITY NEEDS.

I WISH IT WERE THAT EASY…

POP QUIZ!

I can change the amount of talent I have.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
1	2	3	4	5	6

I like work best when it makes me think.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
1	2	3	4	5	6

I like doing things that I'll learn from even if I make a lot of mistakes.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
1	2	3	4	5	6

When something is difficult, it makes me want to spend more time on it, not less.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
1	2	3	4	5	6

I can always learn things, but I can't change how smart I am.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
6	5	4	3	2	1

I like work the best when I can do well and not have to work very hard.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
6	5	4	3	2	1

I like doing work that I can do perfectly every time.

strongly disagree	disagree	disagree slightly	agree slightly	agree	strongly agree
6	5	4	3	2	1

What it means

8–16: FIXED MINDSET

17–24: MORE FIXED THAN GROWTH

25–32: BETWEEN GROWTH & FIXED

33–40: MORE GROWTH THAN FIXED

41–48: GROWTH MINDSET

FIXED

- Skills are fixed and are something you are born with
- Challenges should be avoided because failure reveals a lack of skill
- Effort is reserved for those that are not good enough
- Feedback is personal and should be defended
- Setbacks are because of external factors and blame is easy to identify

GROWTH

- Skills come from hard work and can be improved
- Challenges should be embraced as an opportunity to grow
- Effort is essential to master new skills
- Feedback is useful in helping identify areas to improve and what things to learn
- Setbacks are an opportunity to learn and try something different

1. **Encouraging** new ideas and experiences
2. **Mentoring** towards confidence
3. **Offering feedback** and checking in

HOW TO FOSTER A GROWTH MINDSET

ABOVE THE LINE

Ownership ↑ Accountability ↑ Responsibility ↑ Action

Open, Curious, and committed to learning

Closed, defensive, and committed to being right

Blame ↓ Excuses ↓ Denial ↓ Inaction

ADDRESSING THE RIGHT PROBLEMS

TECHNICAL:
⇢ solution is known
⇢ path to the solution is known or knowable
⇢ an expert can fix the problem
(SIMPLE AND COMPLICATED)

ADAPTIVE:
⇢ solution isn't known
⇢ emotions may be involved
⇢ may be more than one solution
(COMPLEX AND CHAOTIC)

THE CYNEFIN FRAMEWORK

Simple

The domain of Best Practices

Complicated

The domain of Good Practices

Complex

The domain of Emergent Practices

Chaotic

The domain of Novel Solutions

THE CYNEFIN FRAMEWORK

Simple
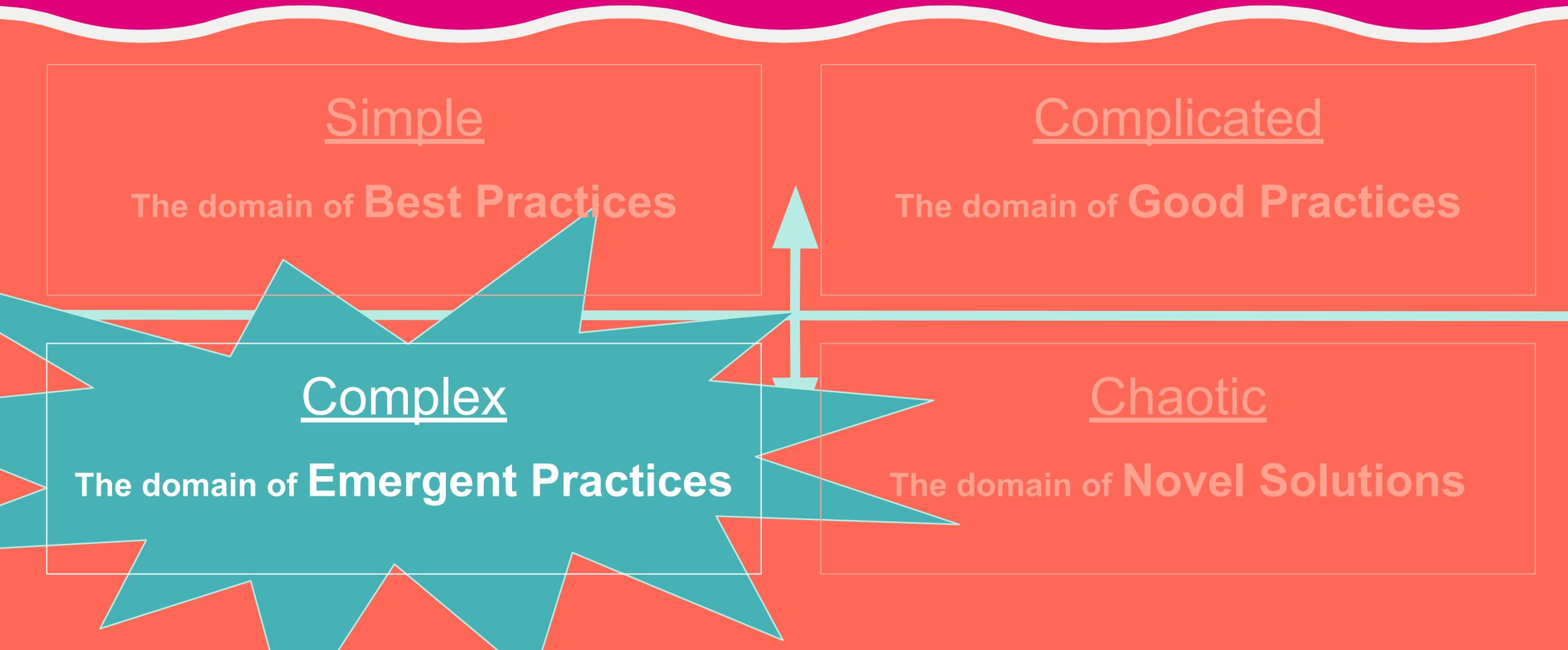
The domain of **Best Practices**

Complicated

The domain of **Good Practices**

Complex

The domain of **Emergent Practices**

Chaotic

The domain of **Novel Solutions**

FOCUSING ON WHY

- When staff trust their organization they are willing to take risks.
- This trust comes from being a part of a culture with a common set of values and beliefs.
- Sharing your company's core values creates culture – which inspires creativity, provides the courage to try new things, and helps people love what they do.
- When everyone knows why and loves what they do, you have created the environment that supports bottom-up innovation.

Brooklyn Public Library's five core principles

1. To foster literacy and the love of learning
2. To supply trusted, up-to-date information resources, and guide patrons to the ones they need
3. To connect residents to educational and economic opportunities
4. To strengthen relations between residents and promote civic engagement
5. To provide inclusive and inspirational places

IDEATION

Session One:
Patron Centered Design

Session Two:
Neighborhood Analysis

Session Three:
Idea Sprints

PROPOSAL

Session One: Community Engagement

Session Two: Program Management

Session Three: Pitch Training

IMPLEMENTATION

Session One: InService

Session Two: Check-In

Session Three: Final Report

CASE STUDIES

LITERACY, ADULTS EXPERIENCING HOMELESSNESS, ROBOTICS, COOKING, AND FASHION

WE HOLD THESE TRUTHS

SHINE
ON ME

BROOKLYN ROBOTICS LEAGUE

BROOKLYN COOKMOBILE

BKLYN FASHION ACADEMY

DIY

DO IT YOURSELF EXERCISES

NEIGHBORHOOD MAPPING

- Ask participants to draw a map of their branch's neighborhood from memory - if they get stuck they can use an online map.
- Then, have them map what's nearby with stickers or symbols:
  - Groceries, food or drinks.
  - Shopping or services
  - Transportation
  - Education or religious spaces
  - Green spaces, art, or culture
- Reflection question: What are the circumstances that bring your patrons (or potential patrons) to your library?

RANDOM WORD BRAINSTORM

- Ask participants to provide random words - *this can be anything!*
- Then, divide them into teams and assign team leads (or ask for volunteers)
- Have the team leads pick three words (once a word is picked, it's no longer available)
- Once all of the teams have their words, they need to design a library program that uses all of their words in the title.
- Reflection question: How were you able to tie random words to library services or patron needs?

BUILD A NEIGHBORHOOD WALKING TOUR

- Ask your team to come up with the five places in your branch's neighborhood that they would put on a neighborhood walking tour.
- Then, combine everyone's ideas into one and combine the duplicates.
- Reflection question: As a team, how do you see the neighborhood differently? What do you see that's the same? Did you learn anything new?

Bonus points: go on the walking tour!

TALK TO STRANGERS

- Beyond the typical "How can I help you" conversation and the following interactions, what else can you learn about the people you see everyday?
- Ask people about their stories.
  – Do they live in the neighborhood? Work there? Go to school there?
  – Do they see the neighborhood changing? What's different?
  – Are they happy or concerned to see the direction the neighborhood is going?
- Reflection question: How does this deepen your relationships with patrons and what information surprised you?

LEARN THROUGH OBSERVATION

- Track 10 patron's paths as they enter the branch. Document everything.
  - What are their behaviors?
  - Do they know what they want? Who to ask?
  - Are they confident in their ability to use the Library?
  - What can you assume they came to do? Did they accomplish it?
- Then track 25… 50… 100
- Where is there uncertainty? Where is the most traffic?
- Reflection question: What can you learn from watching people's behavior? What can you change to improve their experience?

MERCI.
THANK YOU.

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