Original request from conference planners…

The "Re" factor:
Rethinking, realigning, and reengineering for success

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To: Military Librarians Division, SLA
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What direction do you want to take (and how will you get there)?

What is changing?

- The world around us
- Technology
- Our organization
  - Flattened organizational structure
- Role of the information professional
- Other?

- Determine the impact this is having on our operations (positively as well as negatively)
- How can we deal (more) effectively with these changes?
- How can we help our staffs feel (more) comfortable operating within an increasingly technologically advanced and rapidly changing setting?

Consider…

- What is not working now?
- What is within our power to change?
- How might that change be accomplished?
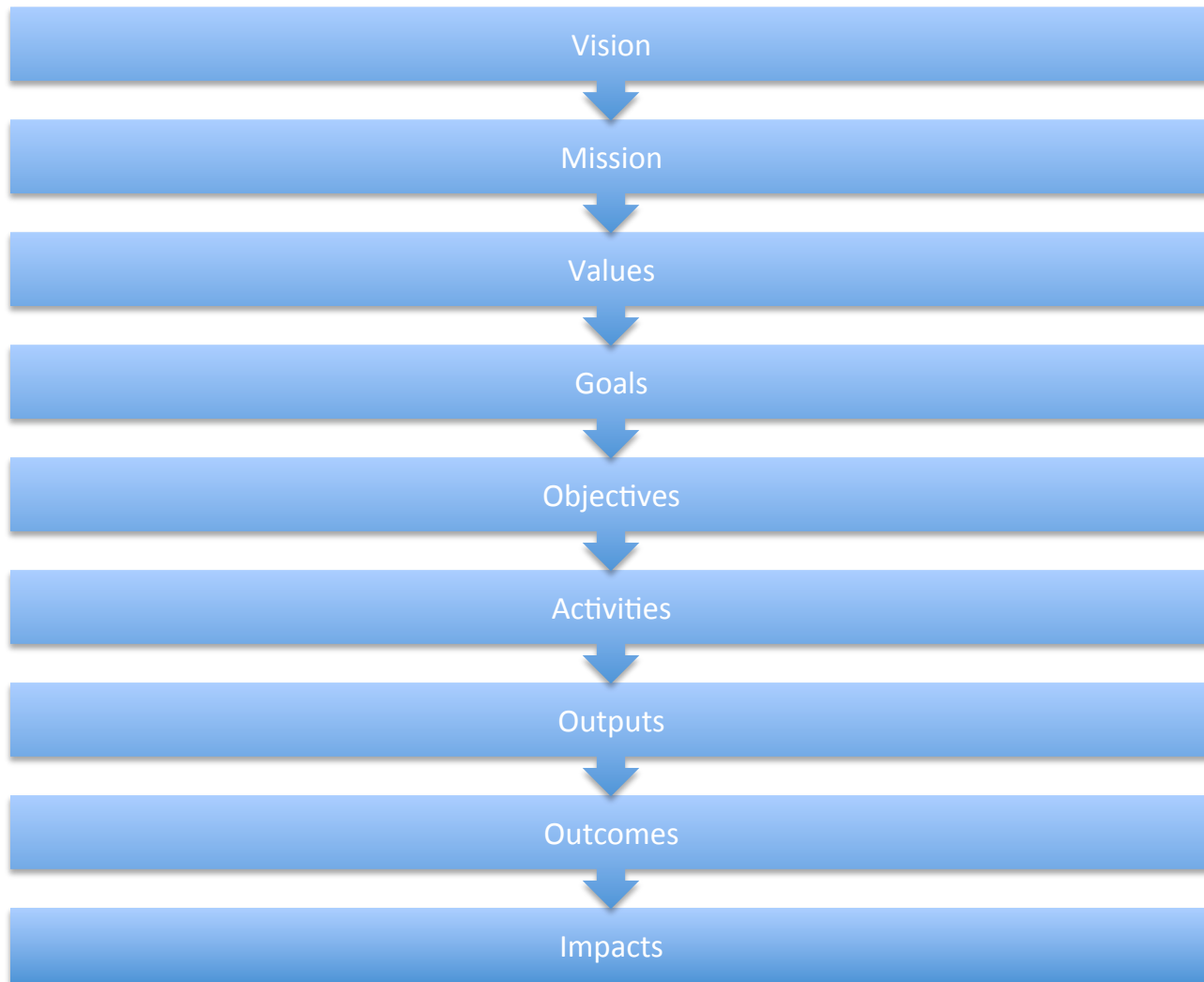
Expand your horizons by…

- Recognizing the changing environment (and the need for change)

- Realize the <u>significance</u> of these changes

- Reposition your department <u>strategically</u> to meet the new requirements
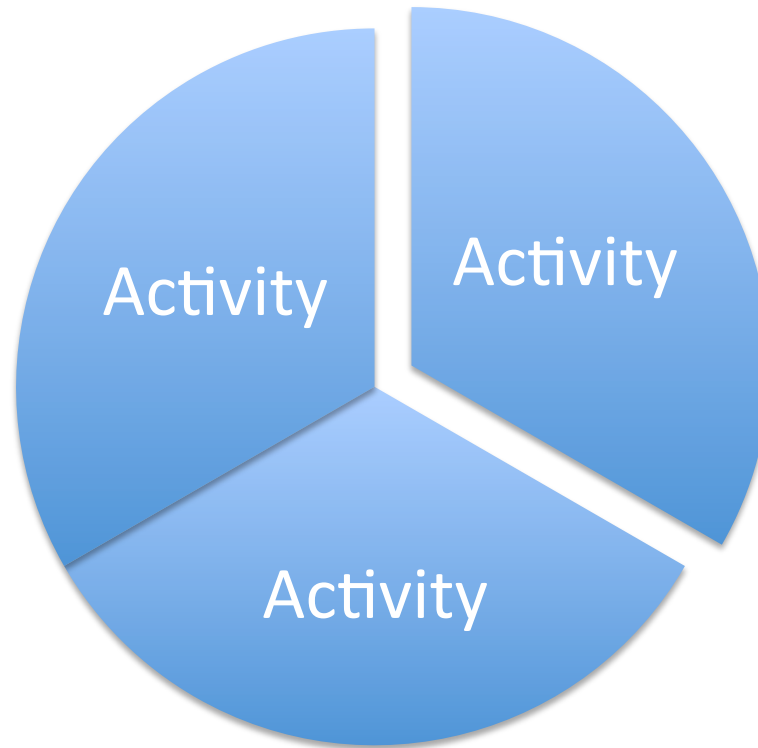
How do we get there?

- Utilize changes to expand your role
- Alter the perception of the "librarian"
- Market your *skills* and your library

What is needed?

- Outwardly focused **Needs Assessment**
- Inwardly focused **Information Audit**
- **Market Opportunity Analysis**

- Plan to get there

Vision

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Mission

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Values

↓

Goals

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Objectives

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Activities

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Outputs

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Outcomes

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Impacts

Exercise #1: Tell me how you spend your time

Taking inventory: A personal assessment

- Noting aspects of your job you like/dislike

- What are your strengths and which skills (will) need further development?

- How do you plan to improve in these areas?
  - Understand your options

- Determining your interests
  - What would you like to do?
  - What skills will you need to do it?
  - How will you attain that which you've determined you will need?

It's your career!

- Examine your career values
- Create a personal career vision
- Cultivate and demonstrate a willingness to take on new roles/responsibilities

Assessing (hiring) needs

Planning for the future

- What skills are in demand?
- What are likely to be needed most in the future?
- What competition are you likely to face?

Recognize alternative uses for the skills you possess

- Creative application of these skills
- What you call the skill matters!

Tips for managing your time

- Self-assessment/self-knowledge
  - Time of day for highest productivity
  - Preferred workspace arrangement, by task
  - Priorities
  - Know the workflow of your staff/colleagues (preferences)
  - What keeps you busy? (e.g., email)
- Make use of advanced technology (e.g., voicemail)
- Block out time on your (shared) calendar for planning

- Touch once!
- Break your patterns
- Get away from it all periodically
- Reassess your goals in terms of their intrinsic worth
- Reduce stress

http://blog.readytomanage.com/category/personal-effectiveness-responsibility/time-management/

Exercise #2: Stress test
"In the last month…"

1.	How often have you been upset because of something that happened unexpectedly?
2.	How often have you felt that you were unable to control the important things in your life?
3.	How often have you felt nervous and "stressed?"
4.	How often have you felt confident to handle your personal problems?
5.	How often have you felt that things were going your way?
6.	How often have you been able to control irritations in your life?
7.	How often have you found that you could not cope with all the things that you had to do?
8.	How often have you felt that you were on top of things?
9.	How often have you been angered because of things that were outside your control?
10.	How often have you felt difficulties were piling up so high that you could not overcome them?

Source: Newsweek, June 14, 1999

Reduce stress

- Adequately train supervisors
- Open up communication
- Hire wisely
- Don't take on too much work without reducing your workload
- Schedule work effectively
- Don't cram
- Take breaks

New responsibilities accompany new roles

- Move from library to information to knowledge management
  - Wisdom management
  - Exiting the organization
- Shift from managing information within a library to facilitating access to information *no matter where that information resides*
- Deal ethically with information (and teach others how to do so as well)
- Assure preservation of information/information resources *independent of media*

Why is change so difficult?

- Your department?
- Your organization?

- For you?
- Your staff?
- Your co-workers?
- Your colleagues?

Steps in the reengineering process

1. Understand the business
2. Set the library's priorities in terms of your organization's (alignment)
3. Reengineer the *process*
4. Apply technology

Reengineering is about…

- Transforming
- Realigning
- Breaking away
- Challenging

What reengineering requires

- Responsiveness
- An open mind
- A management team that *really* works together
- Management support and commitment to change
- Stability and confidence
- Innovation
- Ability to anticipate the impact

- Think big; think cross-functionally
- Understand the processes
- A stronger focus on business issues and priorities
- Education and training
- A visionary perspective

The building blocks
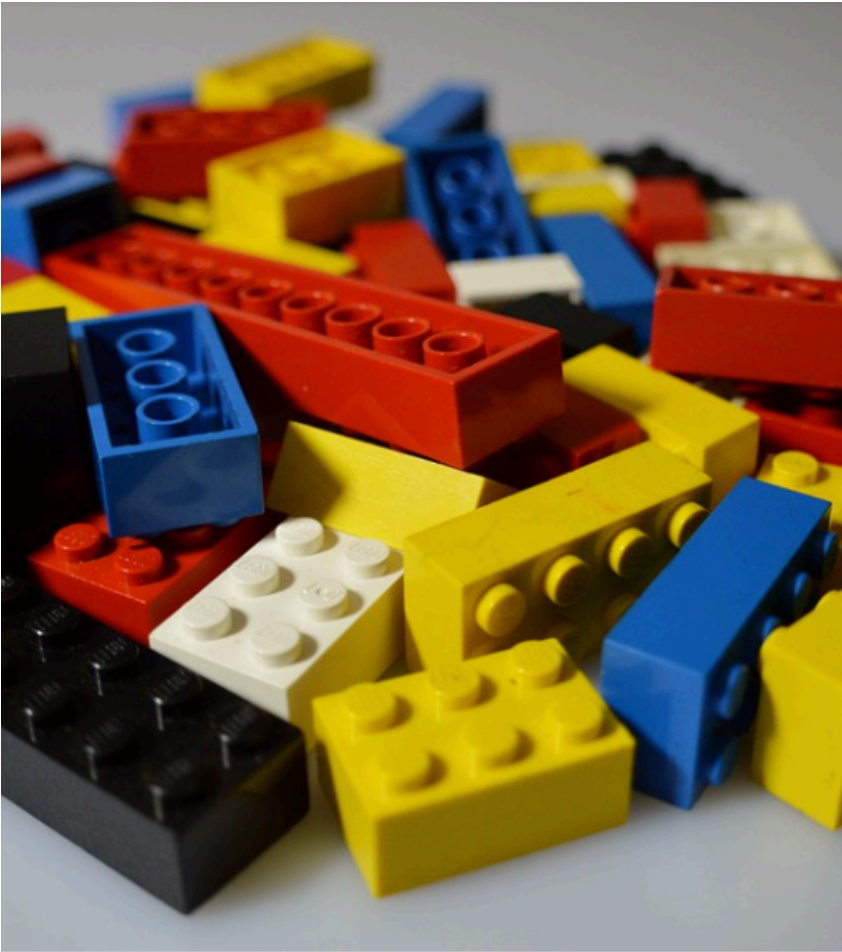
- A vision that is focused on business needs
- Organization
- People (skill sets)
- Information
- Processes
- Tools

Key questions

- Is your organization ready for change?

- Is your organization's culture a barrier?

- Where did the idea for change originate?

- Are you getting management support?

Is your organization ready? If not…

- Make certain to explain the change management project fully
- Present your plans skillfully
- Be available to discuss the project (with staff, supervisors, users)
- Request input (from staff, supervisors, users)
- Start simple and small
- Publicize successes

Key questions

- Is your organization ready for change?

- Is your organization's culture a barrier?

- Where did the idea for change originate?

- Are you getting management support?

Is your organization's culture a barrier? If "yes"…

- Make plans overt, concrete, and simple
- Don't oversell

Key questions

- Is your organization ready for change?

- Is your organization's culture a barrier?

- Where did the idea for change originate?

- Are you getting management support?

Where did the idea for change originate? If "user," discuss project with staff

- Identify user concerns
- Present the change as a possible solution
- Encourage participation of staff
- Set project goals that address user concerns
- Arrange for a quick, visible payoff

Key questions

- Is your organization ready for change?

- Is your organization's culture a barrier?

- Where did the idea for change originate?

- Are you getting management support?

Keys to change

- Creating flexibility throughout
- Identifying (and eliminating) barriers to change
- Making others (and ourselves) comfortable with the changes we recognize as being essential to our future

Defining success

- Meeting/exceeding objectives
- Creating a market presence
  - Standing in the community
  - Prestige
- Expanding markets/market share
- Financial expectations
  - Not necessarily for profit
    - Cost recovery/breakeven

How can we measure the success of our reengineering project?

- Focus of your efforts
- Flexibility of staff
- Competitive nature of your operations
- Consistency of processes with stated goals and objectives

Consider taking a "new" approach

- Rethinking the basics
- Restructuring for success
- The factory approach

Rethinking the basics

- Customer service
- Definition of "fixed" costs
- Competition
- Time
- Need for continuous improvement

Restructuring for success

- Understand the business objectives
- Cut (unnecessary) work
- Eliminate waste; focus on quality
- Empower the worker
- Learn from others
- Manage the change

The factory approach

- Continuous, long-term improvements
- Focus on cost and quality
- Objective: Satisfy customer needs
- Comparisons against external benchmarks, the competition, and "best practices"

Refocusing activity

- Streamline the current environment
  - Activities:
- Focus on high-value priorities
  - Activities:
- Build ongoing organizational capabilities
  - Activities:

So, how do we reengineer?

1. Rethink how we spend our time
2. Refocus our activities
3. Rethink how we execute certain tasks
4. Revise the job description and performance appraisal process
5. Re-energize our colleagues

Portrait of the new librarian

- Expands activities beyond the library's four walls
- Anticipates requests for information
- Supplies more analytical and strategic information
- Reinforces the value of information
- Develops products that are unique and identifiable
- Recognizes competition and develops strategies to deal with it
- Accepts new roles of educator and consultant
- Takes advantage of advances in information technologies
- Uses accepted business techniques to justify value and worth
- Acts as a catalyst to broaden the vision of others
- Increases visibility of the library by participating in organizational/ institutional activities
- Targets specific groups and develops services that appeals to each
- Uses new technology to introduce "profit-making" services

How do we get from where we are to where we want to be?

- Planning
- Communication
- Involvement
- Education/training

What might hold us back

- Preconceived notions as to what the library can offer
- Communication of our role to others
- Existing organizational structure
- Economic realities
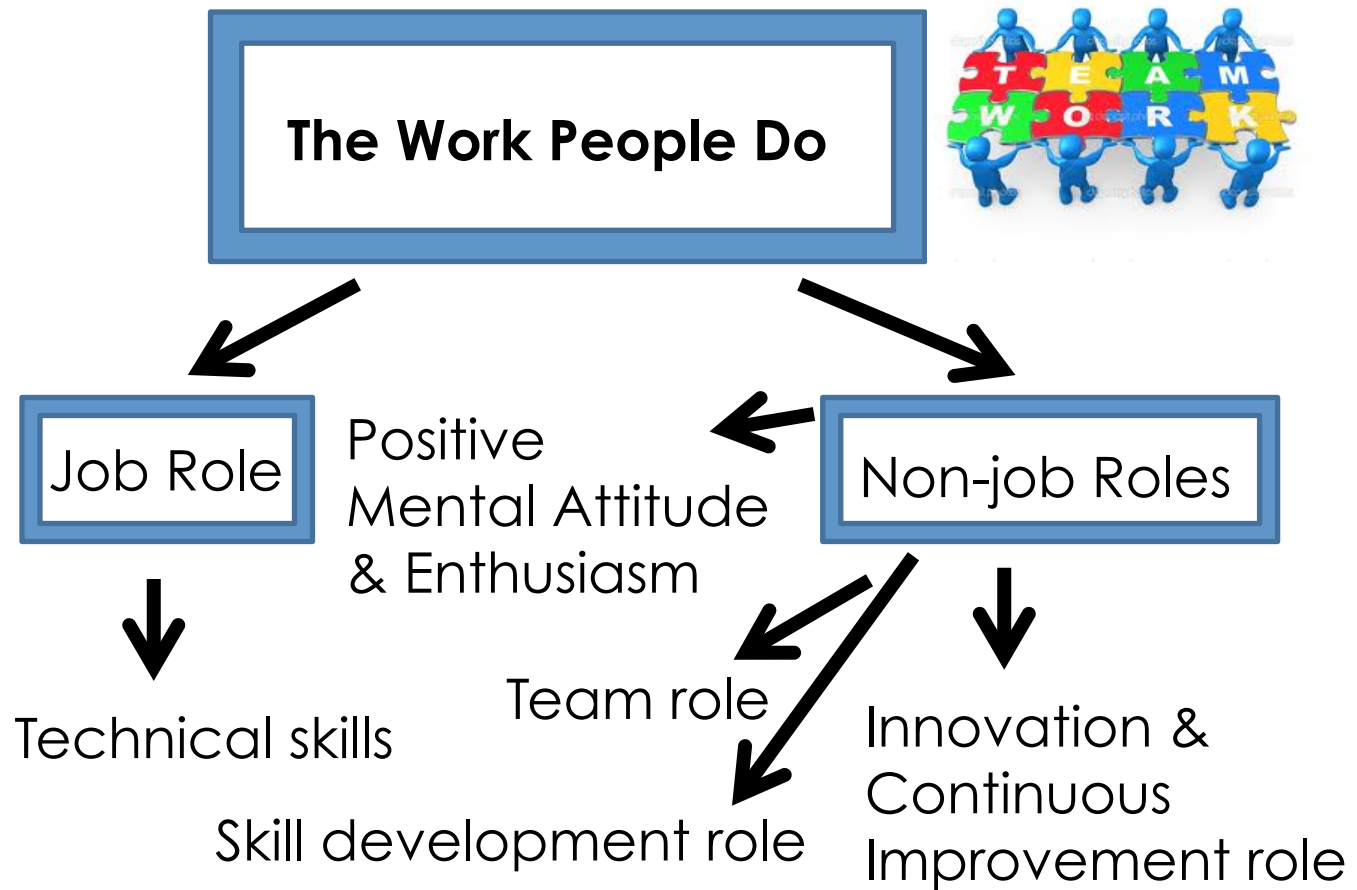- Human resources

Exercise #3: Solutions marketing

"We know best how to..."

"Our ability to _____ really sets us apart from our competitors"

Rethink the position description: Role description

- Dr. Tim Baker (Australia): "The roles people play in organizations are <u>more</u> important than the jobs they do"

- Shift the emphasis from the position to the non-job role(s) the individual will likely play in the organization

- How to avoid someone saying "Not my job"

The Work People Do

Job Role — Positive Mental Attitude & Enthusiasm — Non-job Roles

Technical skills

Team role

Skill development role

Innovation & Continuous Improvement role

SOURCE: Baker, T. B. (2013) The End of the Performance Review: A New Approach to Appraising Employee Performance

WINNERS AT WORK organisational change and leadership development

Rethink performance evaluation

- Change "measures" to target standards for acceptable performance
  - Require and measure continuous improvement
- Involve staff in key decisions affecting them
- Provide (continuous) feedback throughout the year
- Offer counseling/coaching/training/assistance to develop the potential of each worker
- Confer rewards that matter (motivates staff)
  - Simple feedback from managers serves as a valued reward
- Develop annual learning objectives
  - Based on the needs of the "organization"
  - Individual development plans (IDPs)

Performance Management Framework

Vision

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Mission

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Core Values

↓

Role descriptions

↓

Key Result Areas

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Key Performance Indicators

↓

Targets

Creating a culture of learning

- Clear organizational (departmental) goals
- Incentives to change
- Sharing + transfer of knowledge

Core competencies

- Analytical skills/problem solving/decision-making
- Communication skills
- Creativity/innovation
- Expertise and technical knowledge
- Flexibility/adaptability
- Interpersonal/group skills
- Leadership
- Organizational understanding/global thinking
- Ownership, accountability, dependability
- Planning and organizational skills
- Resource management
- Service attitude/user satisfaction

- Enthusiasm/positive attitude
- Good communication skills
- Self-motivation/initiative
- Honesty
- Liking people
- Persistence
- Ability to work in a team
- Good organizational skills/ability to work under pressure
- Willingness to learn
- Dependability/dedication

Dr. Tim Baker (Australia)

Before your evaluation, ask yourself…

- What have I done this year to move me toward my goals?
- How good a team have I built?
- How am I developing my staff?
- What aspects of my work satisfy me?
- What do I want to alter?
- What is holding me back?

Critiquing poor performance

What do to

- Consider feelings of staff
- Cool down, analyze each situation
- Show confidence in the staffer's ability to make necessary changes
- Carefully explain the nature of any violation and the correction expected
- Always reprimand in private
- Define objectives of disciplinary actions
- Outline specific consequences of future violations, and follow through
- Give prompt attention to "violations"
- Give every employee fair treatment

What to avoid

- Sarcasm
- Loss of temper
- Humiliating a member of staff
- Profanity
- Public reprimands
- Threats and bluffs
- Showing favoritism
- Delay tactics
- Unduly harsh penalties
- Inconsistent enforcement

New technologies enable new structures

- Centralization vs. decentralization
- Departmental vs. team approach
- Partnerships with users
- Strategic alliances with information producers and providers
- Options for outsourcing (and other possibilities)

Old vs. new structure

Old structure

- Internal focus
- Departmental
- Specialization
- Restricted access to information
- ?

New structure

- External focus
- Team/project-oriented
- Cross-functional training
- Open systems
- ?

Where are the opportunities for you?

Requirements for active information management

- Aggressive management of information
- Highly developed communication skills
- Ability to make decisions
- Ability to manage a crisis
- Knowing how to work with people
- Being able to see the role of the group ad focus on group needs as well as individual needs
- Develop subordinates
- Effective use of outside resources

Creating a goal-driven environment

- Begins with building a team

What are the characteristics of a successful, effective team?

- Vision
- Team member flexibility
- Specialists (SME) with a service attitude
- Clear and open communications
- Total organizational commitment

Tips for building successful teams

- Focus on results rather than process
  - Conduct after action reviews
- Assemble talents and perspectives to complement each other
  - Use each team members' talents to capitalize on their abilities
  - Structure the team for the project
- Avoid duplication of accountability and territory
  - Less rule bound

Encouraging accountability

- Make the big picture clear
- Clearly define expectations
- Offer feedback on performance
- Keep responsibilities clear
- Communicate
- Increase transparency
- Encourage team members to hold each other accountable
- When you have employees who are failing, determine *why*

"Ten tips for encouraging accountability in your agency (and quotes to inspire it)" by Heather Kerrigan, Govloop, November 24, 2015

Additional tips for building an effective team

- Assigning and assuming responsibility
- Assuming and delegating authority
- Individual and group performance evaluation (AAR)
- Resolving conflicts
- Effective use of persuasion, influence, power
- Negotiating for time, resources (human and financial), scope of project, and power
- Dealing with change/resistance to change
- Managing stress

Traits you should seek in building a strong team

- Customer focus
- Good communication skills
- A sense of humor
- Flexibility
- Ability to exploit divers information sources
- Ease in dealing with hardware and software
- Subject area expertise
- A sense of what it takes to run a business successfully

11 commandments for an enthusiastic team

- Help each other be right
- Look for ways to make new ideas work
- If in doubt, check it out
- Help each other win
- Speak positively about each other
- Maintain a positive mental attitude
- Act with initiative and courage
- Do everything with enthusiasm
- Whatever you want, give it away
- Don't lose faith
- Have fun!

Techniques that build teamwork

- Encourage (prudent) risk-taking
- Encourage idea-sharing
- Create an informal atmosphere
- Reward excellent work*
- Encourage camaraderie*

What type of team player are you?

- Contributor
- Collaborator
- Communicator
- Challenger

- Task oriented
- Goal oriented
- Process oriented
- Question oriented

Create a goal-driven environment

- Use your communication skills to motivate
- Continually empower employees
- Display a caring attitude
- Be totally committed

Why motivating staff is so important

- People can't perform at peak levels unless they work hard
  - Poorly managed workers waste a lot of hard work
  - Employees choose to work hard when hard work is more personally rewarding than not working hard

- How can a manager convince a worker that working hard is an attractive option?
  - Self-confident people are more willing to expend effort than those who lack self-confidence
  - Dealing with workers who lack a "can do" attitude can be frustrating
  - Convince workers that peak performance will be rewarded
  - Be fair in rewarding and punishing individuals
  - Make certain that there are no impediments to peak performance
  - Make clear what you expect from your people

Minnesota Importance Questionnaire assesses personal values

1. *Autonomy*: Authority and responsibility
2. *Pleasant working conditions*: Being in a work situation that includes variety and activity
3. *Achievement*: The opportunity to use valued abilities and to be promoted
4. *Recognition*: Enjoying high social status and the respect of others
5. *Altruism*: Doing work that is consistent with moral values and providing needed social services
6. *Management responsibilities*: Managing other people and implementing company policies and practices

Use your communication skills to motivate

- Establish an open door policy
- Get discussion from all participants during meetings
- Establish activity targets and rewards for all
- Talk with each staff member personally and consistently
- Praise, "discipline," praise
- Discipline in private; praise in public
- Put praises into "print"

Continually empower employees

- Find each employee's dream
- Connect employee dreams to organizational goals
- Build team belief through regularly scheduled meetings
- Hold employees accountable to goals and activities
- Expect employees to believe and achieve

Display a caring attitude

- Do something special for each staff member
- Give your undivided attention when people speak
- Follow through with everything
- Understand the needs and wants of staff *and their families*
- Make sure you <u>really</u> care
- Remember, little things mean a lot

Being totally committed

- Focus all efforts on your mission
- Provide at least one outside learning/training program for each staff member quarterly
- Make people accountable for what they've learned
- Lead by example
- Deliver on <u>all</u> promises

Solutions include…

- Team approach
- Training and development
- Job enlargement and enrichment
- New roles

What's needed is TQM

- **Unity** to get win-win cooperation
- **Loyalty** to the mission
- **Constancy** of purpose

- Win-win thinking creates teamwork
- Win-lose thinking creates rivalry

Empowering the team

- Strong leadership
- Decentralization of responsibility
  - Delegation of authority
- An environment for innovation
  - Clearly articulated goals and strategies
  - Rewards for **measured** risk-taking

What does leadership require?

- Courage
- Dependability
- Flexibility
- Integrity
- Judgment
- Respect of others

- Contribution of ideas (vision)
- Institutional position

- Personal characteristics
- Innovations (technological contributions)

Effective leaders…

- Build cohesiveness
- Strive to develop the team
- Encourage and reward *creative* problem-solving
- Promote critical thinking
- Keep the momentum going
- Understand the limitations
- Achieve measurable results

Effective leaders…

- Envision opportunities
- Inspire total belief and commitment
- Challenge the status quo
- Constantly try new things
- Create change
- Set objectives
- Clarify goals, roles, relationships

Effective leaders…

- Take pleasure (enjoyment) in the process of leadership/information management
- Envision opportunities
  - Leaders must identify and anticipate change
- Set an example

Set an example

- Set a direction
- Coordinate and control
- Are enthusiastic
- **Encourage innovation**
- Look for new ideas
- Know your customer
- Be customer and quality-oriented
- Expect and accept only quality

- Spread accountability
- Seek out and remove obstacles to productivity
- Measure everyone's productivity
  - Start productivity improvements at the top
- Make the competitive spirit an integral part of the organizational culture
- Observe the "Golden Rule"
- Invest!

Fostering innovation

- Create an organizational climate favoring innovation

- Create an innovative organization

- Harness individual innovation

Variables affecting innovation

- Environment
- Organizational
- Individual

Rules for brainstorming

- Defer judgment: Do not criticize any contribution to the session
- Try for quantity and fluency of ideas
- Be open to any and all ideas
- Encourage participants to make even the wildest connections
- Combine thoughts: Use others' ideas as a jumping point for your own
- Be comfortable with silence
- *Brain writing*

Five characteristics of leadership

- Technical competence
- People skills
  - Ability to deal effectively with people you don't control
- Conceptual skills
- Judgment
- **Character**

Where leaders spend their time

On urgent issues

- Crises
- Deadline-driven projects
- Pressing problems

On important issues

- Prevention
- Capacity building
- Relationship building

Setting direction

- Strategic customer analysis

- Environmental scan

- Clear vision and mission

- Determine goals

- Identify performance indicators

- Develop tactical operation plans

Setting boundaries

- Establish leadership philosophy
- Establish boundaries for behavior, operations, decision-making…

Creating alignment

- Create stewardship
- Establish effective communication strategy
- Establish strategic support functions
- Establish continuous improvement mechanisms

Leadership competencies (self/team/ organization levels)

- Communicating vision and direction
- Promoting ethics
- Leading by example
- Continuous learning
- Strategic thinking
- Decision-making
- Systems thinking

- Championing innovation
- Organizational astuteness
- Interpersonal communications
- Developing leadership
- Collaboration

Key markers of a leadership philosophy

- Nature of communication
- Direction of goal setting
- Degree of teamwork
- Employee motivation
- Employee attitudes
- Organizational output
- Nature of decision-making

Managers require leadership skills

- Involve people
- Get people to generate ideas
- Encourage teamwork
- Build relationships with other departments
- Initiate changes within a department
- Develop self-motivated people

- Get groups to implement their own best ideas
- Build self-managed teams
- Champion cross-functional efforts
- Anticipate and respond to changes dictated by external forces

Critical Success Factors (CSFs) for managers

- Pay attention to your people: Listen, act, explain

- Continually empower them, devolving authority

- Use your communication skills to motivate staff

- Delegate (and back up your delegation)

Delegation is good management

- Back up your delegation
- Give credit where credit is due
- Give your staff members the freedom to work *their* way
- Provide feedback

Teams benefit from more than just leaders and managers

- Facilitator
- Expert
- Integrator
- Inventor
- Entrepreneur
- Sponsor

Catch the entrepreneurial spirit

- Satisfy clients
- Continually seek new ways to better serve your clients
- Be competitive

Top human resources priorities

- Invest in personnel with stronger business orientation
- Encourage managers to be businesspeople
- Define skill requirements for the future environment
- Prepare strategy to transfer certain tasks to the user
- Retain personnel with "new" technical skills
- Motivate employees
- Provide training in communication and behavioral skills
- Develop better measures of performance
- Recruit technical specialties

It's people who make the difference

- Know the needs of your people
- Motivate and challenge them
- Make employees/staff part of the team
- Communicate goals
- Listen
- Identify the problem
- Use rewards that work

A framework for excellence

- Focus on the quality principle

- Focus on sustaining excellence

- Build a team of players

High performing organizations

- Vision and value driven
- Focus on customers
- Results-based
- Communication, decision-making dispersed
- Information use for problem-solving and self-guidance
- Win/win mindset internally and externally

Authority and responsibility

- Individuals take responsibility for their own actions
- Adult/adult interactions
- Self-expression, making a contribution are primary motivators
- Individual and organizational renewal
- Collaboration in problem-solving
- Larger, longer-term perspective
- Continuous improvement mindset
- Individuals responsible for success of the whole

Why strive for high performance?

Quality management

- Create new and improved products
- Create new and improved processes
- Modify and improve existing products
- Modify and improve existing processes

Quality starts at the top (vision)

- What does quality mean?

- How can it be measured?

- How do we instill and maintain quality efforts throughout the organization?

Why are quality programs enacted?

- Respond to increased competition
- Increase market share for competitive advantage
- Satisfy more demanding customers
- Reduce costs
- Decrease time to market
- Create a more satisfying workplace
- Stem loss of market share
- Retain employees and attract new ones

Why do quality programs fail?

- All-or-nothing orientation
- Confusing activities and results by putting more emphasis on "what" than on "how"
- Success is far off in the future
- Manager accountability
- Lack of support
- Lack of a detailed plan

The service element

- Customer expectations
- Competitive differential
- Service strategy

- Perceived performance
- Attribute importance
- Expectations of service

Benchmarking to world class service standards

Quality

- Customer satisfaction
- Process effectiveness
- Timeliness
- Level of service

Cost

- Productivity
- Process efficiency
- Level of resources
- Cost of resources

Returns on improvement efforts

- Improve the product
- Improve the process
- Improve the design
- Improve the plan

Customer expectations

- Problem resolution
- Service culture
- Service accessibility

Service quality priorities

- Reliability
- Problem solving
- Courtesy
- Speed of service/ responsiveness

- After-sales service
- Price
- Design
- Guarantees
- Packaging

The value edge

- Phase 1: Availability
- Phase 2: Availability and reliability
- Phase 3: Availability, reliability, and suitability
- Phase 4: Availability, reliability, suitability, and flexibility

Aspects of service

Poor service

- Lack of customer focus
- Customer requirements unknown
- Lack of performance standards
- Unfriendly systems (barriers)
- Untrained staff
- No problem-solving

Good service

- Management committed
- Requirements known
- Measurements known
- System friendly (accessibility)
- Trained staff
- Recognition/rewards

Cost of providing poor service

- Time redoing things not done right the first time
- Time spent apologizing to clients
- Time spent explaining situation to management
- Cost of "express" delivery
- Telephone/postage costs for apologizing and explaining
- Lost business as dissatisfied customers go elsewhere

Your clients will be poorly served…

- If your staff is unmotivated or disgruntled
- If your staff is not trained
- If they are not empowered to solve problems
- If management treats them badly or otherwise devalues them
- If you, as the manager, refer to customers as "pests"
- If you make decisions, implement new technologies, or establish systems without considering the impact

Barriers to customer-driven service

- Complex, bureaucratic system instituted for organization's control rather than customer convenience
- Job specialization
- Lack of coordination among services
- Lack of power to make decisions
- Arbitrary policies

- Management's top priority is cost-containment
- Indifferent, unmotivated, powerless staff
- No encouragement of creative problem-solving
- Failure to listen to customers
- Dishonesty

Quality of service affects

- Market share
- Staff morale
- Waste
- Revenues
- Customers
- Image

How to improve quality of service

- Create new visions for your operations
- Establish customer-driven policies, strategies, systems
- Listen to your staff and treat them with respect
- Stand behind coworkers' decisions and support one another
- Encourage teamwork
- Provide staff training
- Maintain regular contact with customers
- Focus on continuous improvement
- Follow up

Becoming customer-intimate

- Understand how to deliver value to your users
- Aid users in making good choices
- Facilitate the intermediaries

"Complaints welcome"

- Analyze the complaint process
- Respond quickly to every complaint
- Educate the customer
- View complaints as opportunities
- Make complaints (and complainers) visible
- Adjust quality measures
- Reward complainers
- Redefine the term

Focus on the customer

- Keeping customers should be your #1 priority
- Know your customers and their needs
- Make satisfying customers a top priority
- Let all employees experience your service from the customer's perspective
- Organize and empower your workers to do their jobs efficiently
- Make sure customers know that you appreciate their business
- Reward top performers

To satisfy your customer…

- Redesign business processes from the customer's point of view

- Build customer-focused, service-oriented organizations

- Create value for the customer

Proven techniques for creating client satisfaction

- Motivated staff, trained and empowered to solve clients' problems
- Management commitment
- Client focus
- Client requirements known
- Friendly systems
- Make sure clients know that you appreciate their business

Motivating for excellence

- What is the greatest motivator?
- What motivates good work?
  - Millennials
- What provides a sense of enrichment and fulfillment?
  - Content, context
  - Connection, community
  - Conversation
- What does "challenge" mean to you?
- What does "empowerment" mean?

The winning strategy

- Listen to your users

- Develop products and services that are better than you users expect them to be

- Continuously improve organizational processes leading to user satisfaction

When implementing new projects

- Define expectations clearly
- Recognize all whose work will/may be affected
- Consider long-term as well as short-term costs
- Take into account user needs
- Delegate responsibility
- Don't ignore complaints

Questions?

Thank you!

- Enjoy the rest of your conference!

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