



*How to Implement Things
When People Hate Change*



With Jason Griffey

How To Implement Things...

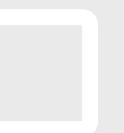
WHEN PEOPLE HATE CHANGE

Jason Griffey

Fellow

Berkman Center for Internet & Society

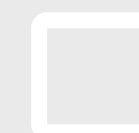
Harvard University



@griffey

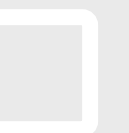


NEXT HOUR



Today

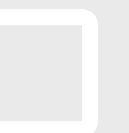
- **Change/Innovation**
- **Structures**
- **Priorities**
- **Strategies**
- **Disruption**



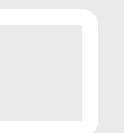
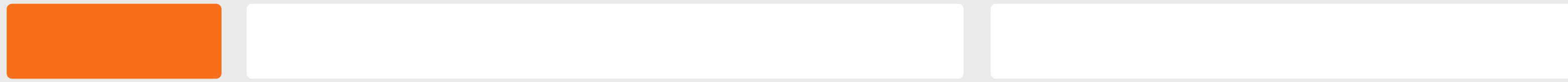
Change



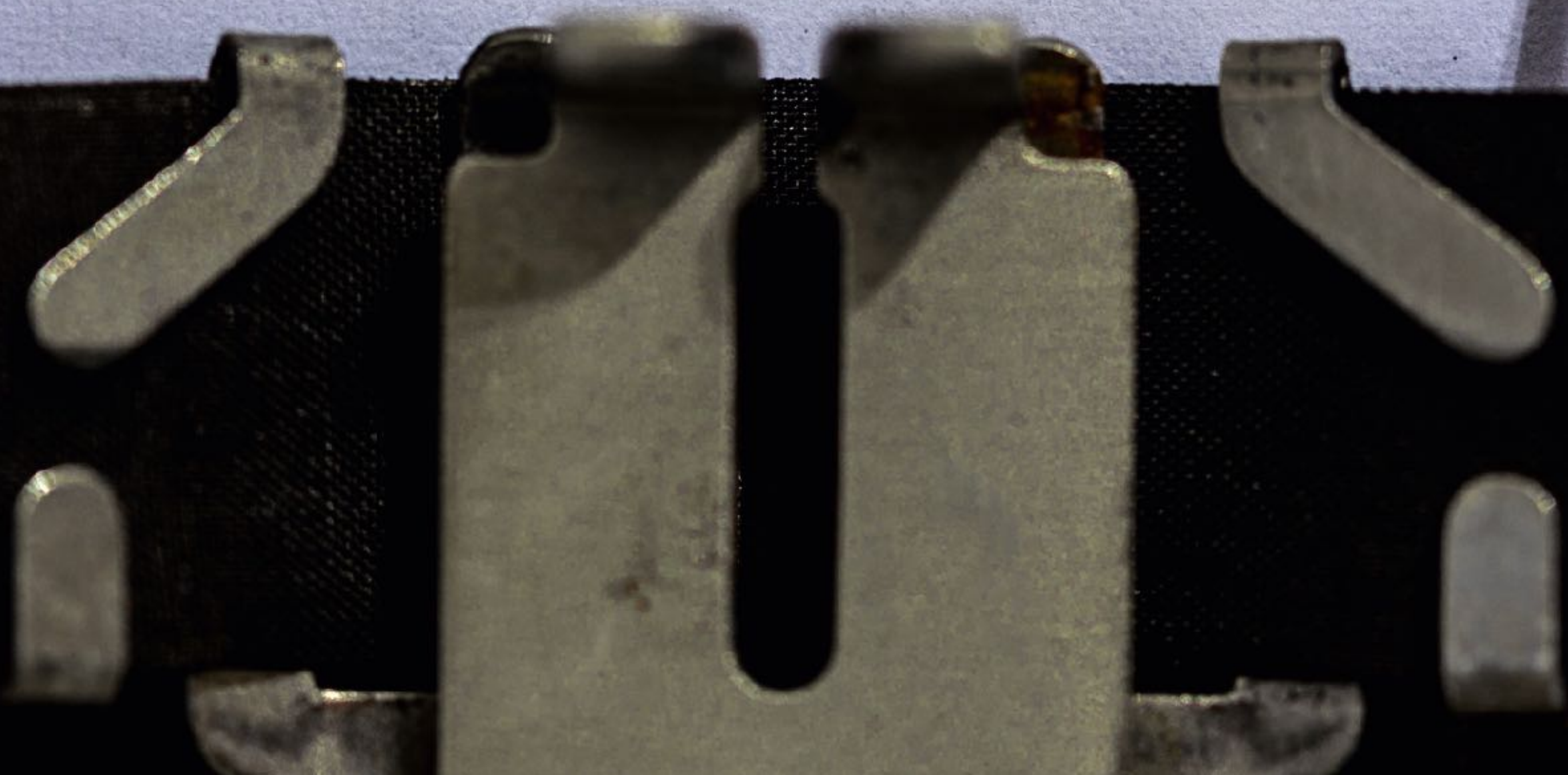
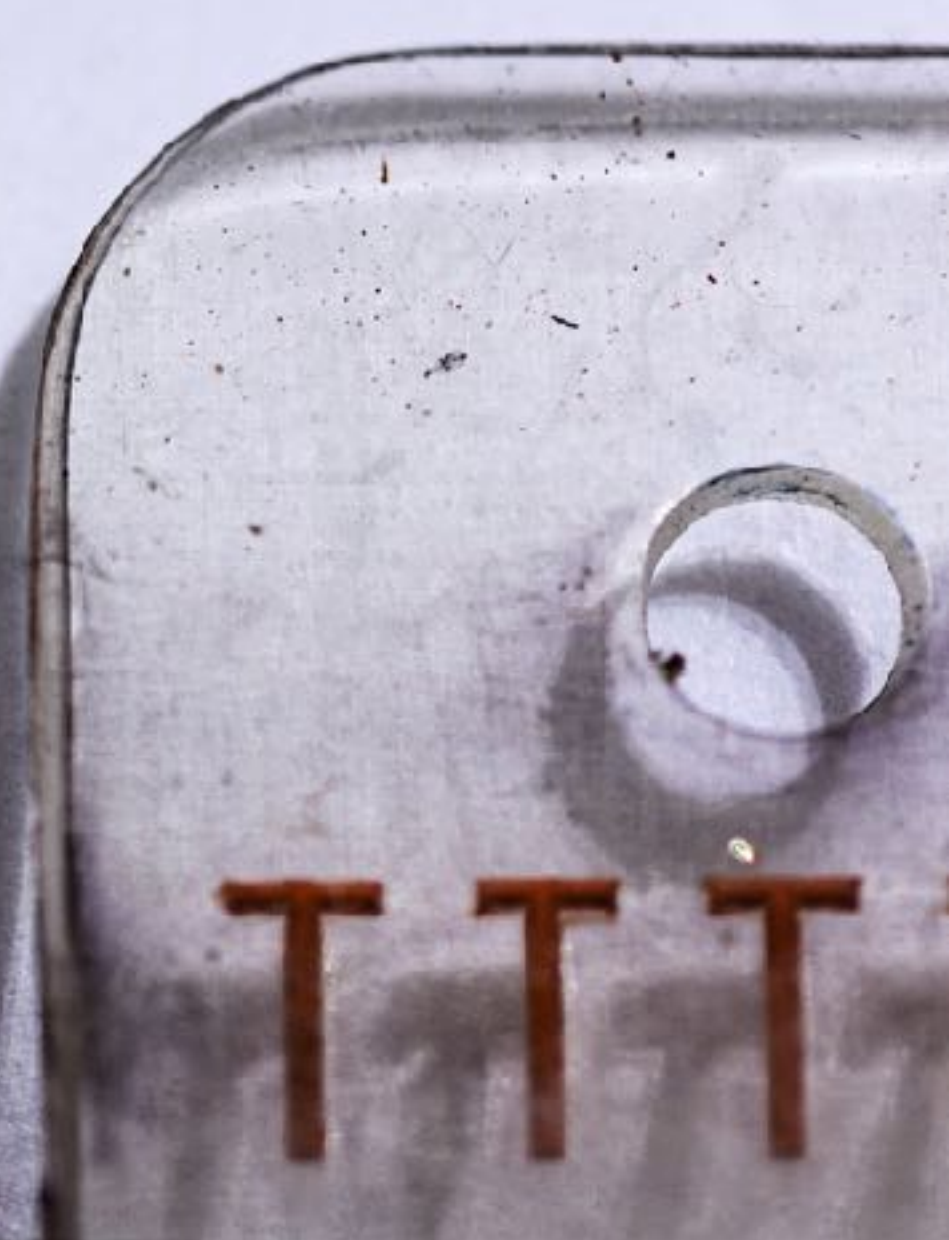
PROCESS NOT PRODUCT



Why Is Change Good?

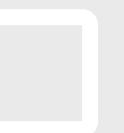


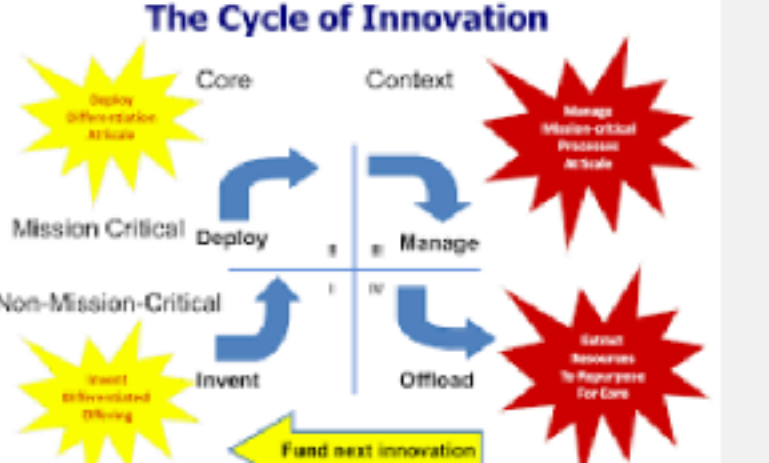
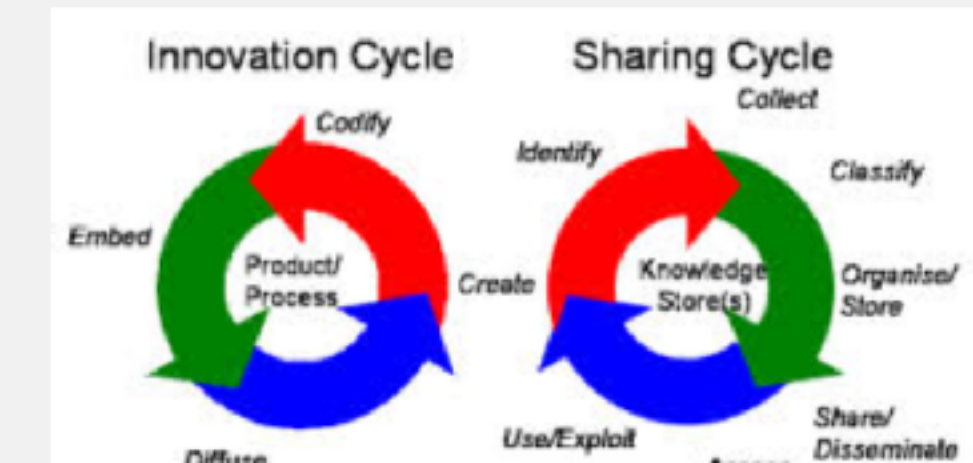
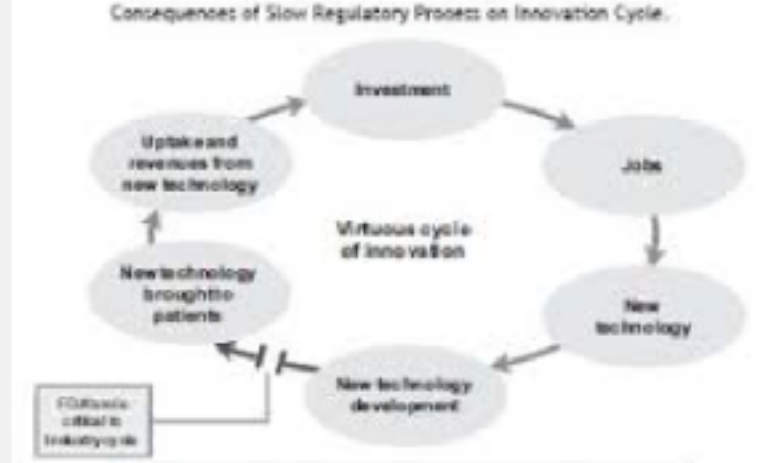
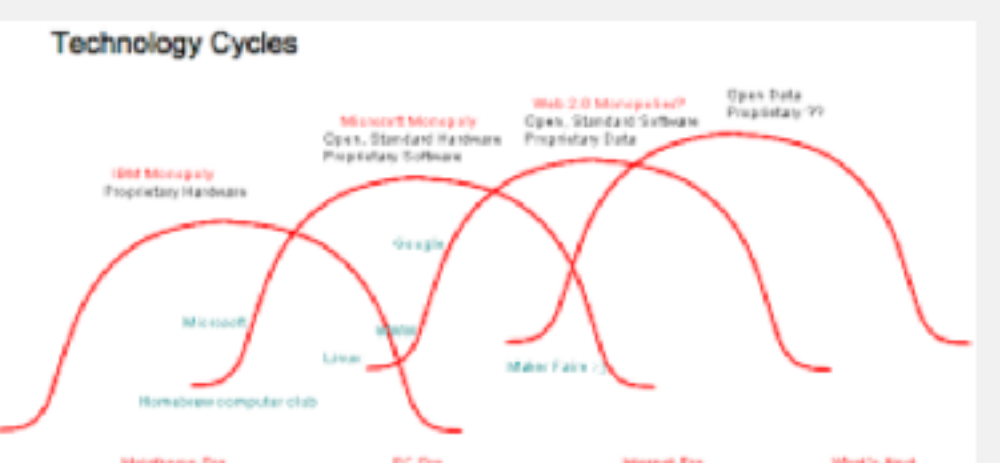
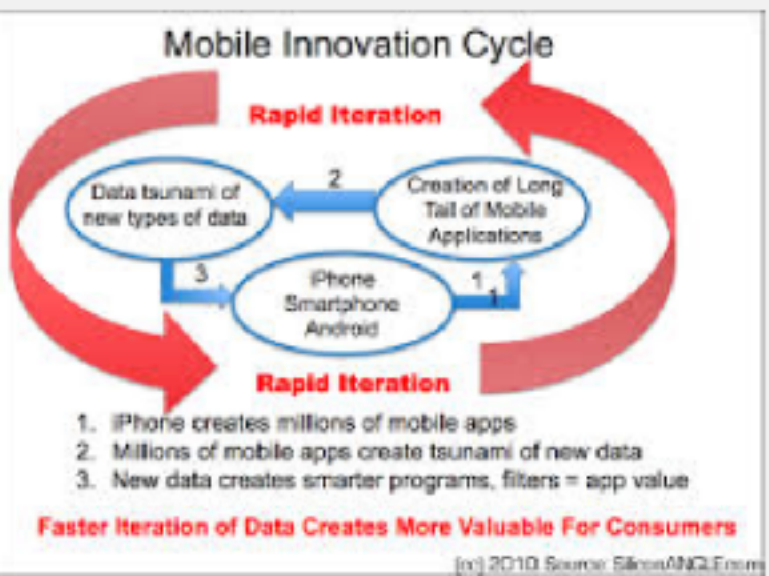
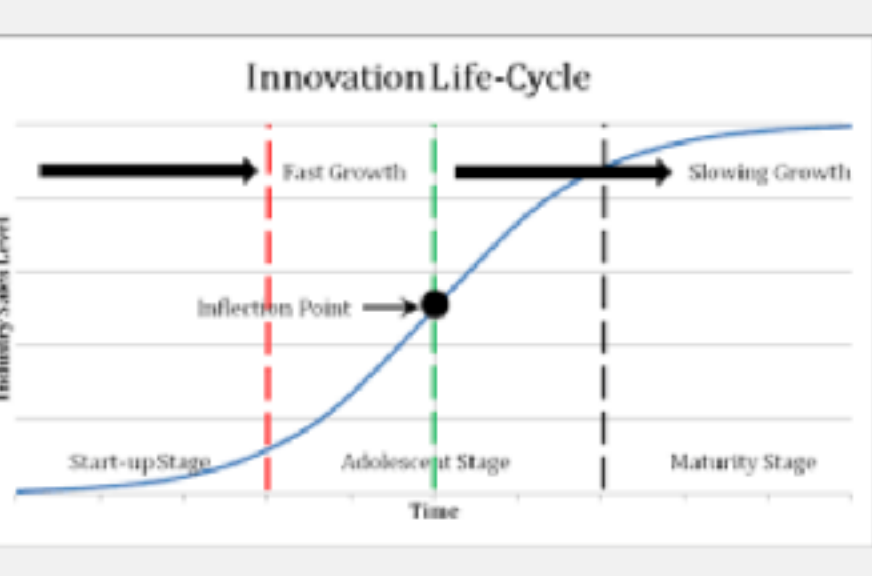
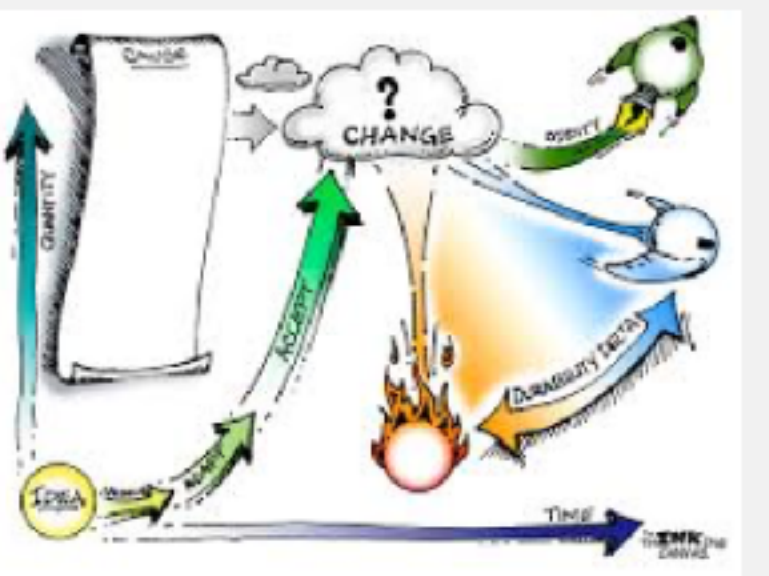
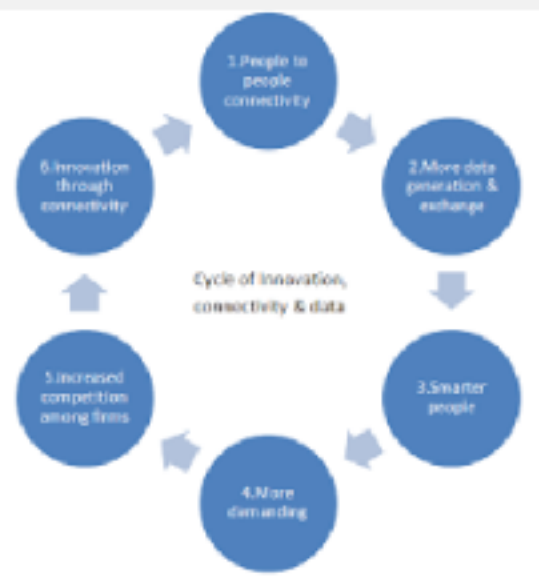
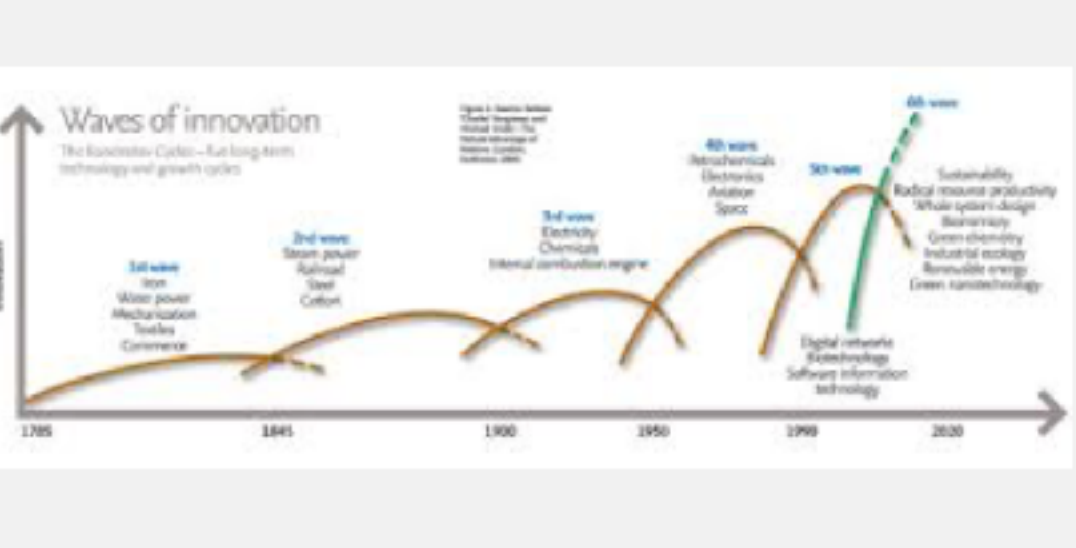
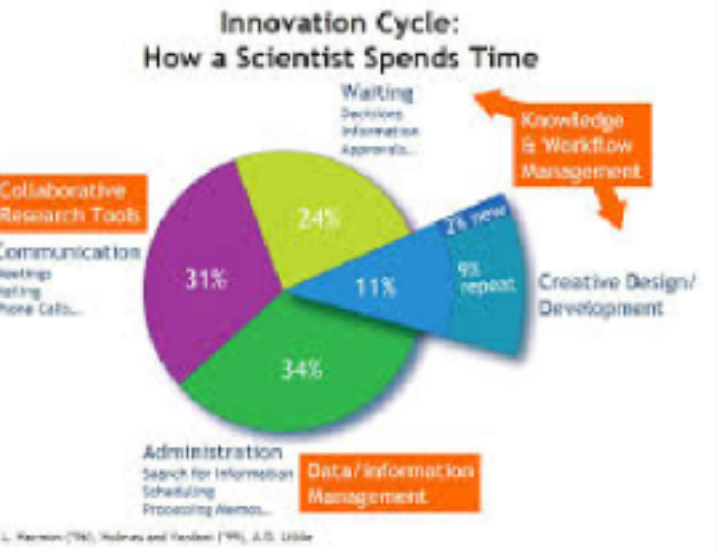
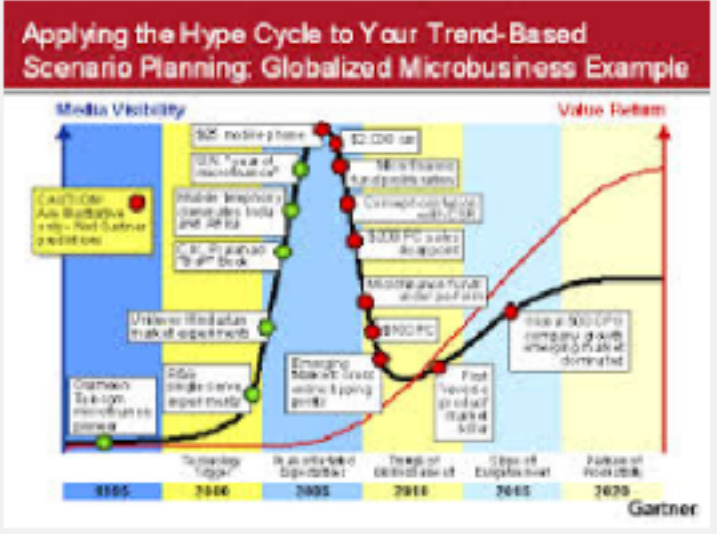
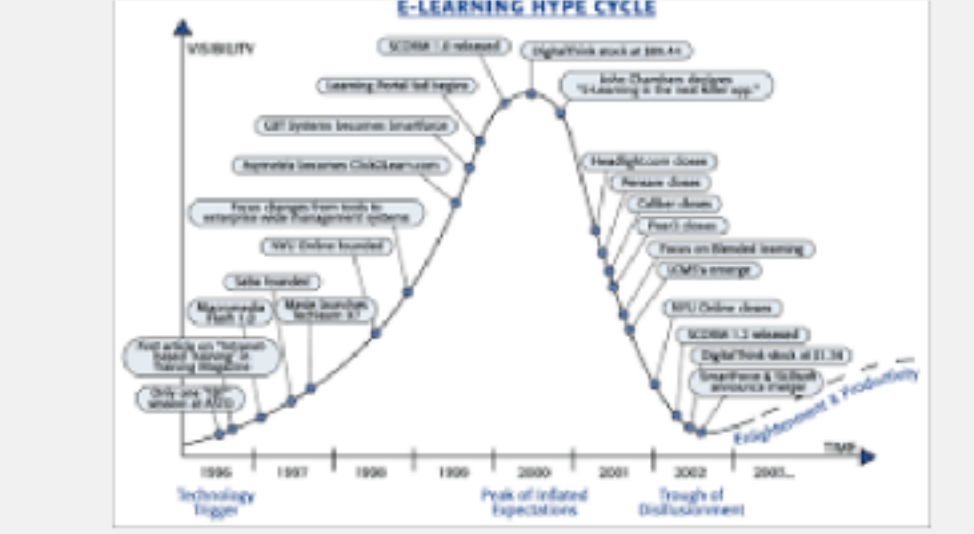
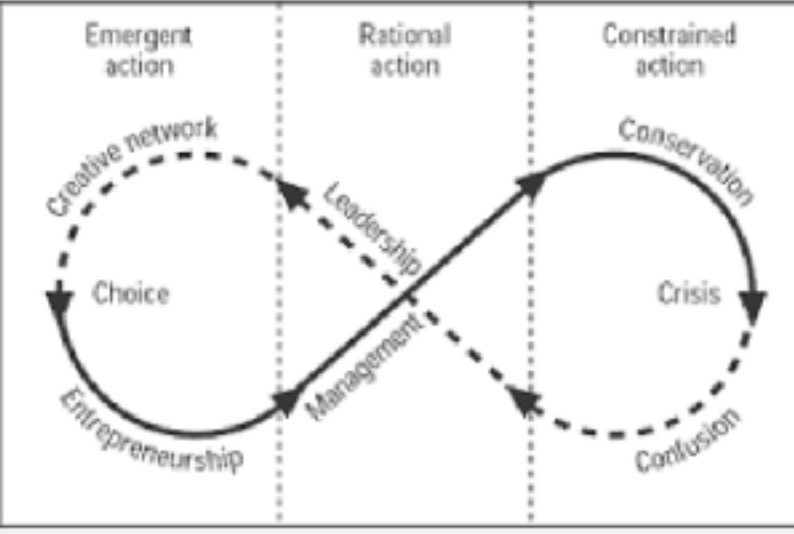
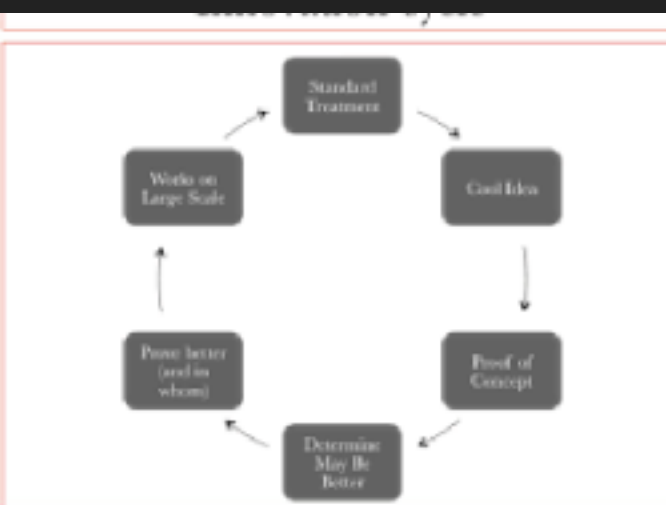
Innovation



the application of better solutions
that meet new requirements or
unarticulated needs

Maryville, S (1992). "Entrepreneurship in the Business Curriculum".
Journal of Education for Business. Vol. 68 No. 1, pp. 27-31.





Power

Time

Resources

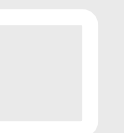
Aspen Report

ASPEN

NOT LINEAR

Libraries in the Exponential Age

http://www.libraryvision.org/libraries_in_the_exponential_age

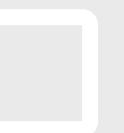


Transformation

ASPEN

“Library innovation will transform the individual and collective institutions, but more importantly, it also will transform communities.”

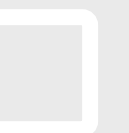
—Libraries in the Exponential Age



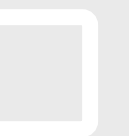
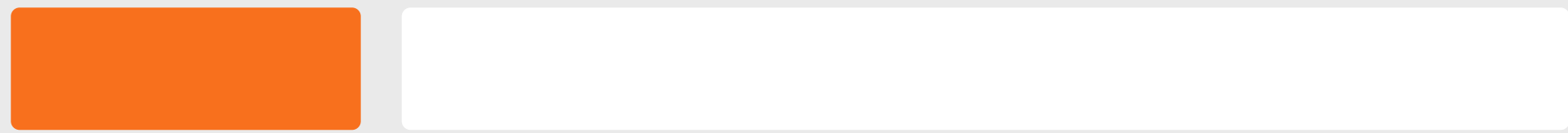
Edges

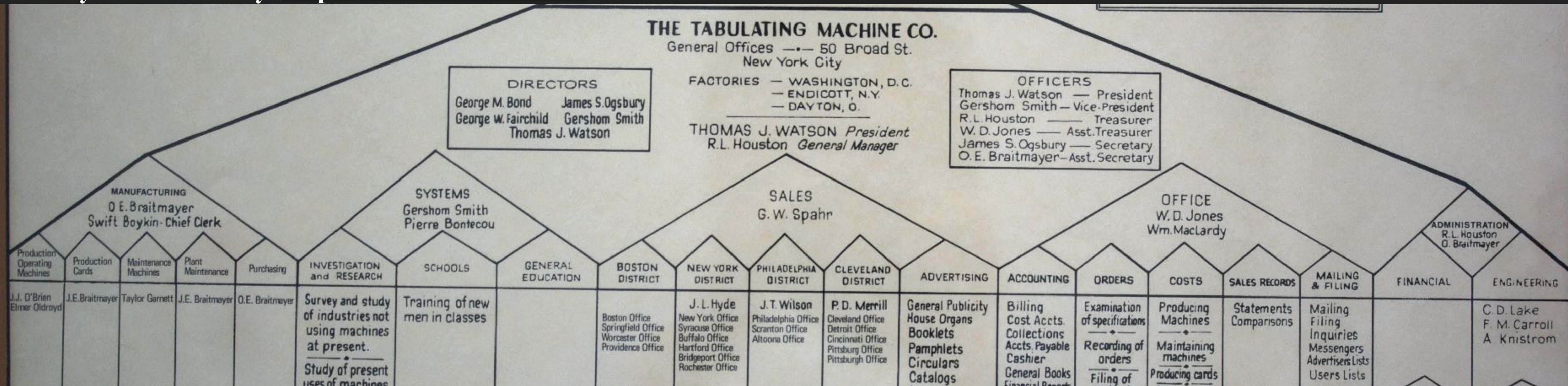
ASPEN

“The organizational culture of libraries (as is true for most companies and movements) enables true innovation to occur only on the edge of the organization where staffs are less encumbered by expectations of maintaining prescribed pathways. The challenge for libraries is to shatter the organizational paradigm...”



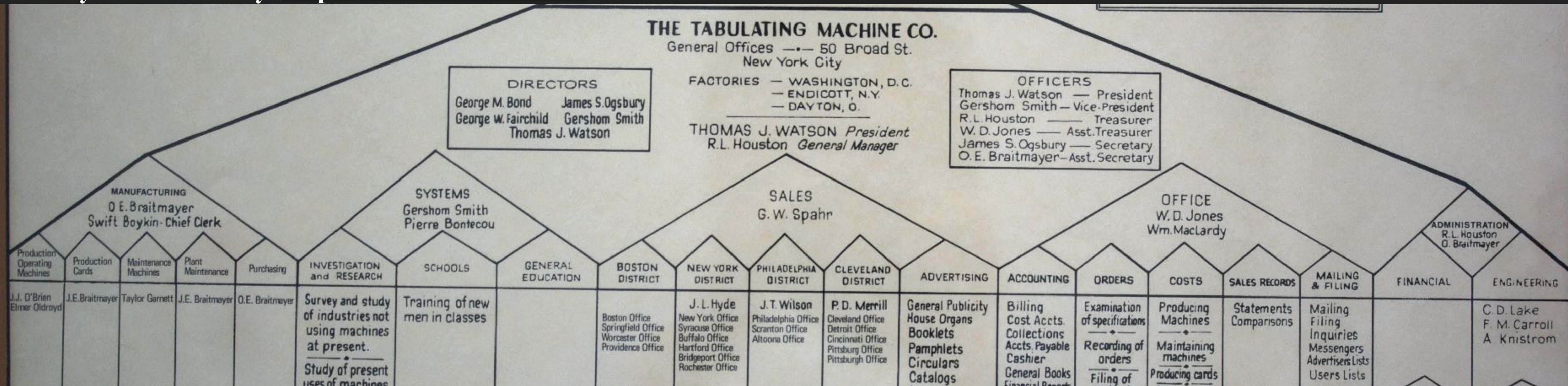
Structures



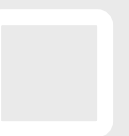


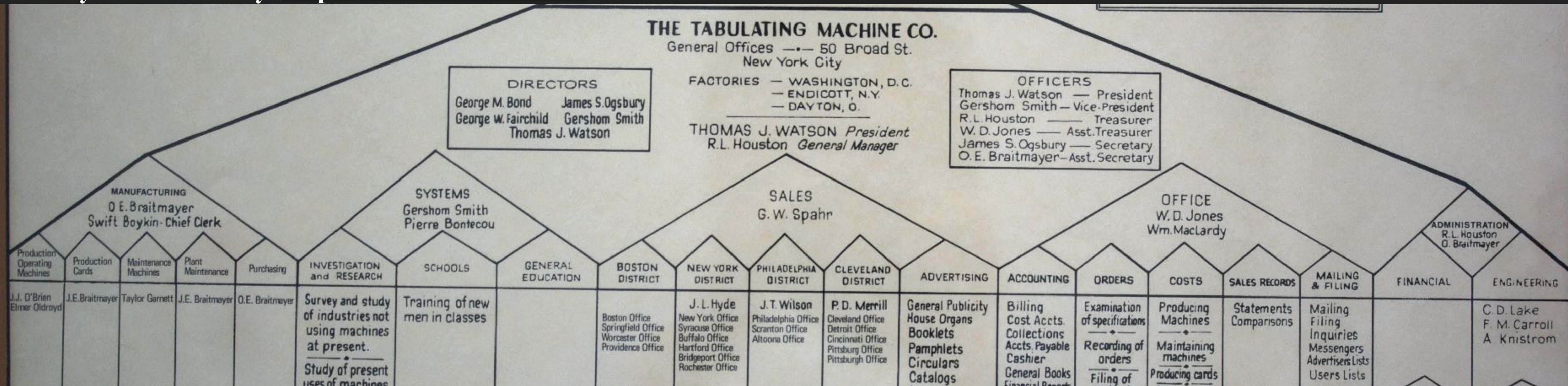
An organization's structure reveals its priorities



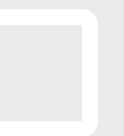


An organization's structure reveals who has power





An organization's structure reveals where the resources are



A large, solid orange hexagon is centered on a white background. The word "Library" is written in a white, serif font in the center of the hexagon.

Library

A large, solid orange hexagon is centered on a white background. Inside the hexagon, three lines of text are stacked vertically in a white, serif font. The text reads: "Material Services", "Technology", and "Public Services".

Material Services

Technology

Public Services



Desk Roaming Virtual



Desk

Roaming

Virtual



Roaming

Desk



Education Reference *Instruction*

streaming



Chat

Twitter

ference

Insta

g

Virtual

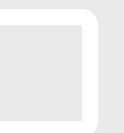
Chat

Who's In Charge?
Who Can Change?

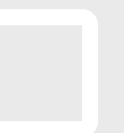
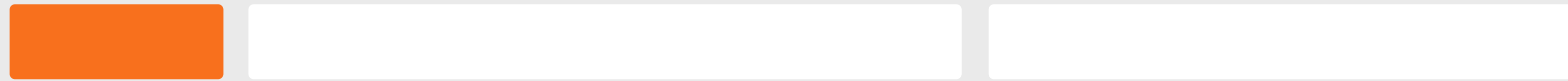
Twitter

Options For Structure

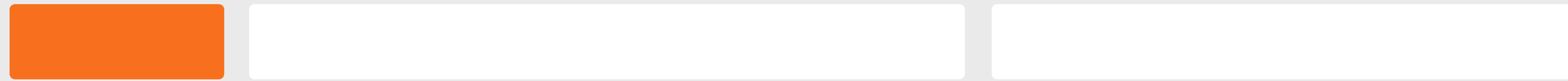
- **Bureaucratic**
- **Functional**
- **Divisional**
- **Matrix**
- **Flat**
- **Team**
- **Network**



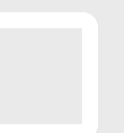
Personnel



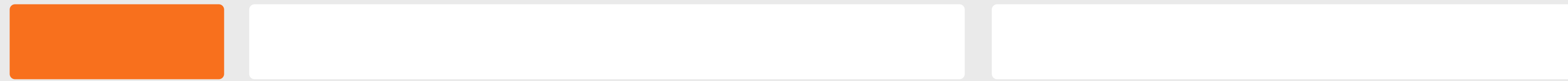
Human Capital



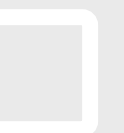
“Technology must become a core competency for libraries, not simply a service offered to patrons...technology must be joined by new thinking on the development of human capital in the community and in the library.”



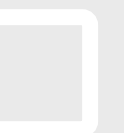
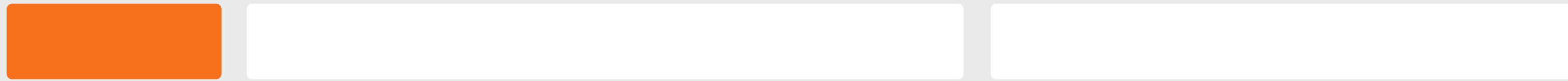
Farmers Vs Miners



<http://jasongriffey.net/wp/2011/04/08/librarianship-and-farming-vs-mining/>

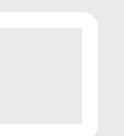


Maintain Or Build?

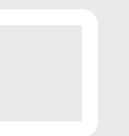
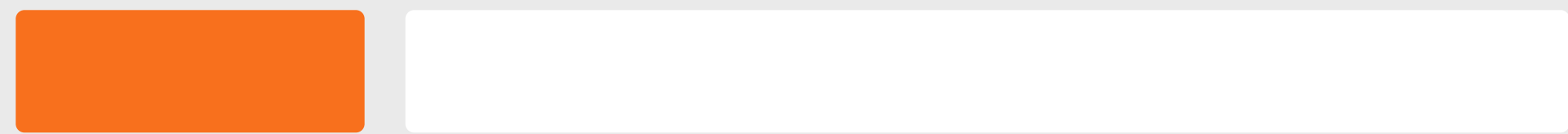


Maintainers & Innovators

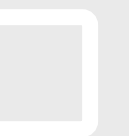
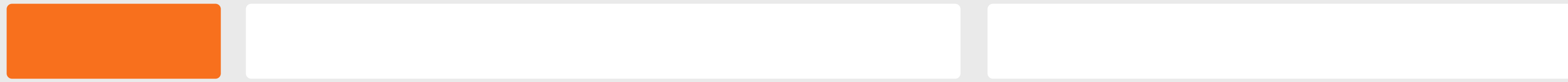
- <http://www.citylab.com/design/2016/04/how-maintainers-not-innovators-make-the-world-turn/477468/>
- <https://aeon.co/essays/innovation-is-overvalued-maintenance-often-matters-more>
- <http://themaintainers.org>



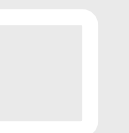
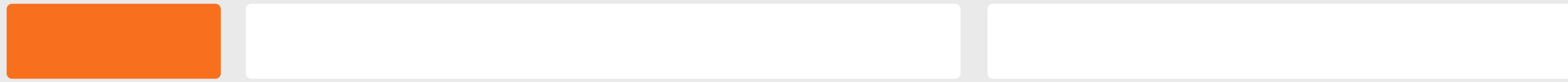
Priorities



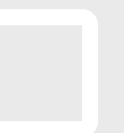
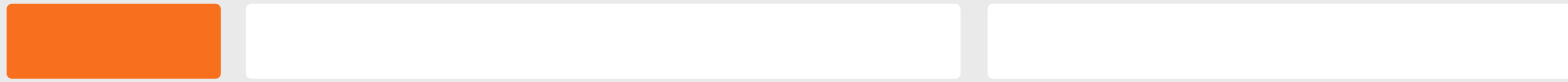
Data



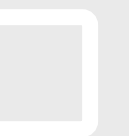
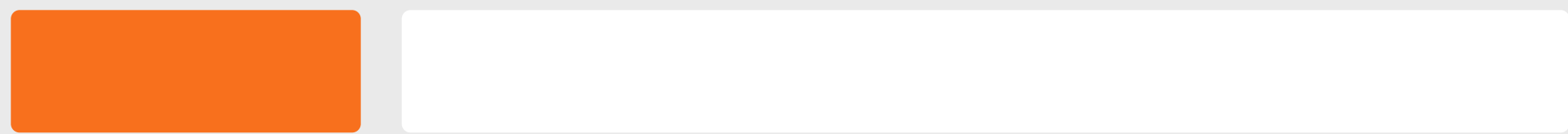
Perverse Incentives



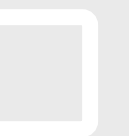
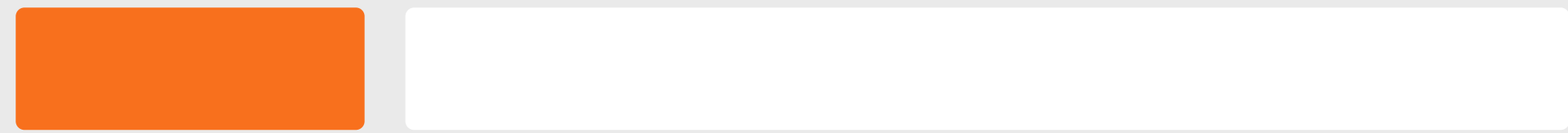
Physical Vs Virtual



Strategies



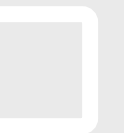
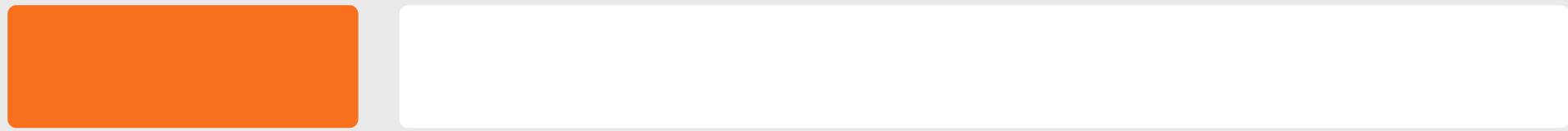
Trials



What If We Start By...



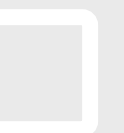
Grants



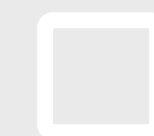
Change Needs...



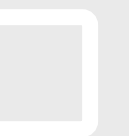
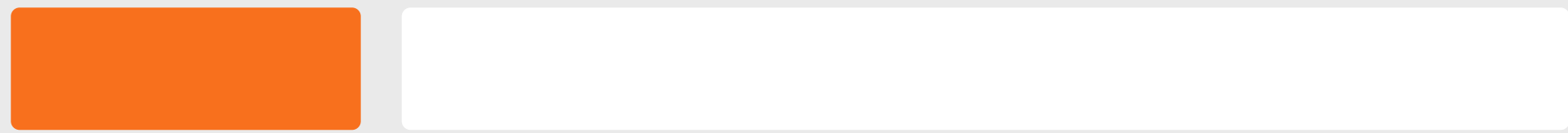
THREE THINGS



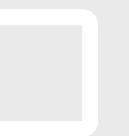
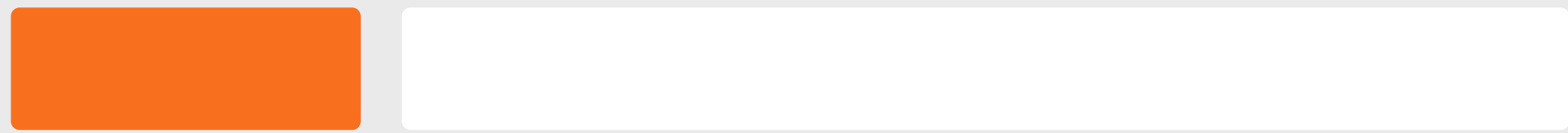
Time



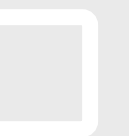
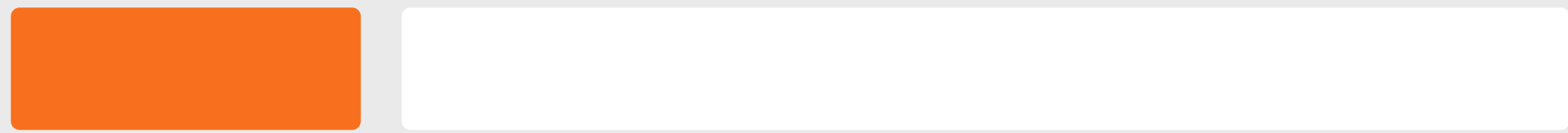
Power



Resources



Disruption



The Digital Disruption Has Already Happened

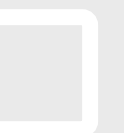
- World's largest taxi company owns no taxis (Uber)
- Largest accommodation provider owns no real estate (Airbnb)
- Largest phone companies own no telco infra (Skype, WeChat)
- World's most valuable retailer has no inventory (Alibaba)
- Most popular media owner creates no content (Facebook)
- Fastest growing banks have no actual money (SocietyOne)
- World's largest movie house owns no cinemas (Netflix)
- Largest software vendors don't write the apps (Apple & Google)

SOFTWARE

IT EATS THE WORLD

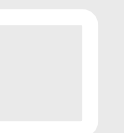
Radical Changes Are Coming

- Machine Learning (AI)
- Big Data
- Decentralization (Blockchain)
- New types of input
(Voice, Gesture, Thought)
- New types of output (VR, AR)
- Robots
- Biotech



Radical Changes Are Coming

- Robots



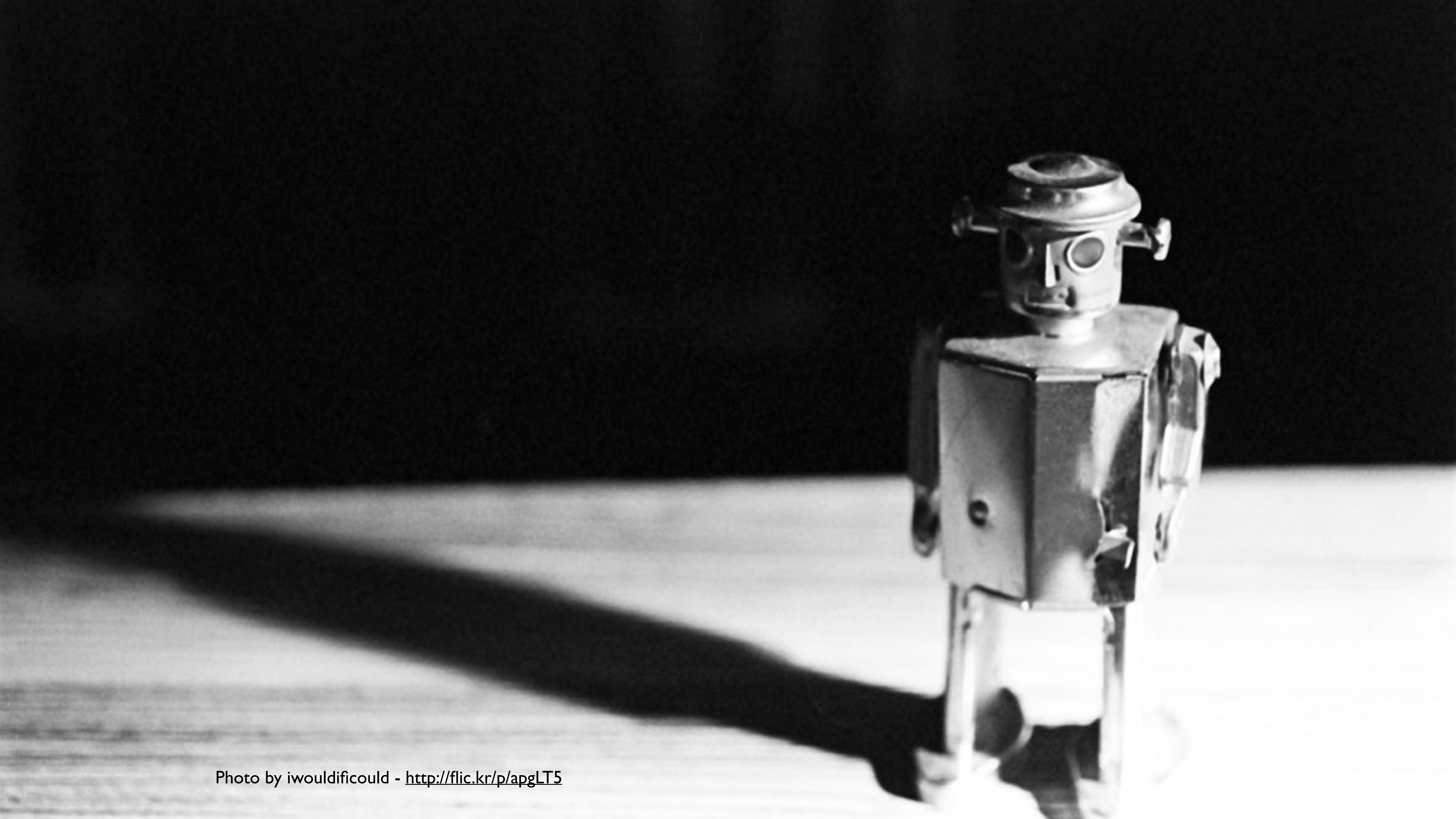
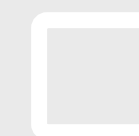


Photo by iwouldifcould - <http://flic.kr/p/apgLT5>

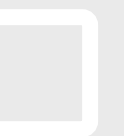
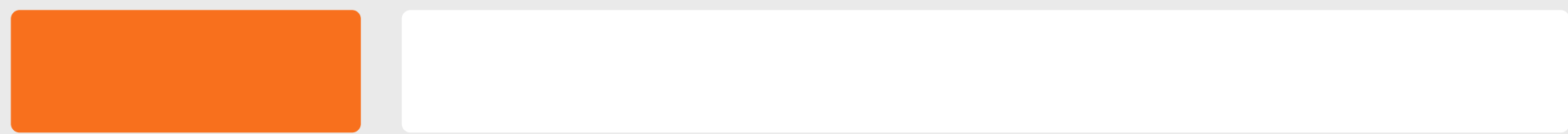
We Imagine **Safer Driving**



Libraries & Librarians



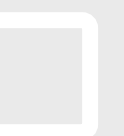
Tools For Change





“Institutions will try to preserve the problem to which they are the solution.”

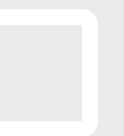
-Clay Shirky





“Individuals in an institution will rise to the level of their own incompetence.”

- The Peter Principle



Thank You



JASON GRIFFEY



JASON GRIFFEY

FELLOW

BERKMAN CENTER FOR INTERNET & SOCIETY
HARVARD UNIVERSITY

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[HTTP://JASONGRIFFEY.NET](http://jasongriffey.net)

FOUNDER/PRINCIPAL CONSULTANT
EVENLY DISTRIBUTED LLC

[HTTP://EVENLYDISTRIBUTED.NET](http://evenlydistributed.net)

THE LIBRARYBOX PROJECT

[HTTP://LIBRARYBOX.US](http://librarybox.us)

MEASURE THE FUTURE

[HTTP://MEASURETHEFUTURE.NET](http://measurethefuture.net)





Join us in February for
The Future of Library Space
With Kathy Crowe
February 22, 1pm EST | 6pm GMT