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
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

Cycles, Not Paths
Process, Not Destination
Verb, Not Noun
Power
Time
Resources
Libraries in the Exponential Age

http://www.libraryvision.org/libraries_in_the_exponential_age
“Library innovation will transform the individual and collective institutions, but more importantly, it also will transform communities.”

—Libraries in the Exponential Age
“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
Library
Material Services
Technology
Public Services
Options For Structure

• Bureaucratic
• Functional
• Divisional
• Matrix
• Flat
• Team
• Network
Personnel
“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...
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)
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
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

FELLOW
BERKMAN CENTER FOR INTERNET & SOCIETY
HARVARD UNIVERSITY

JGRIFFEY@CYBER.LAW.HARVARD.EDU
HTTP://JASONGRIFFEY.NET

FOUNDER/PRINCIPAL CONSULTANT
EVENLY DISTRIBUTED LLC
HTTP://EVENLYDISTRIBUTED.NET

THE LIBRARYBOX PROJECT
HTTP://LIBRARYBOX.US

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