

# Developing Motivated Cultures: Six Simple Factors that Shape Your Organization with Doug Crane



DIVISION OF  
LIBRARY and  
INFORMATION SERVICES



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# What is your current motivation level at work?



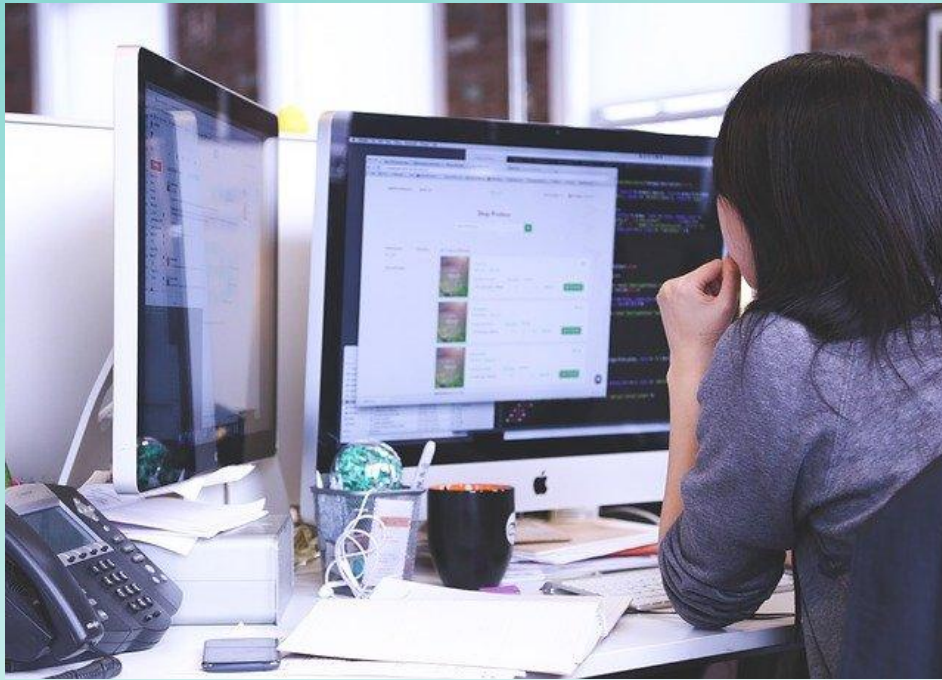
- a/ Almost nonexistent
- b/ Lower than most
- c/ Average
- d/ Higher than most
- e/ Super excited

# How motivated are your work colleagues?

- a/ Totally unmotivated
- b/ Lower than average
- c/ Average
- d/ Higher than average
- e/ Totally motivated



# What is your primary reason to stay with your current employer?



- a/ The work is fulfilling
- b/ Compensation is good
- c/ Close to Home
- d/ Great coworkers
- e/ No better options available right now



# OUR VISION

Opening  
MINDS

unlimited  
POSSIBILITIES  
through

to a  
world  
of

education,

technology,

and growth.

Palm Beach County  
**LIBRARY**  
www.pbclibrary.org System

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**LIBRARY**  
www.pbclibrary.org System

Connect. Inspire. Enrich.

OUR MISSION

Connect  
COMMUNITIES,

inspire  
thought

ENRICH  
lives.

and

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Connect. Inspire. Enrich.

# STRATEGIC PLAN *FY 2024-2028* & ACTION PLAN *FY 2025*



**CONNECT**

**INSPIRE**

**ENRICH**



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Connect. Inspire. Enrich.



# BIONICLE





## Dan Ariely

James B. Duke  
Professor of  
Psychology and  
Behavioral Economics  
at Duke University





11

# Meaningful Condition



7

# Sisyphic Condition

# Tactical



**“No Battle Plan Survives Contact With the Enemy”  
- Helmuth von Moltke, Military Strategist**

# Adaptive



“You have to be fast on your feet and adaptive or else a strategy is useless.” - Charles de Gaulle

# MOTIVATION





“Culture Eats Strategy for Lunch”

- Peter Drucker

# What is Culture?



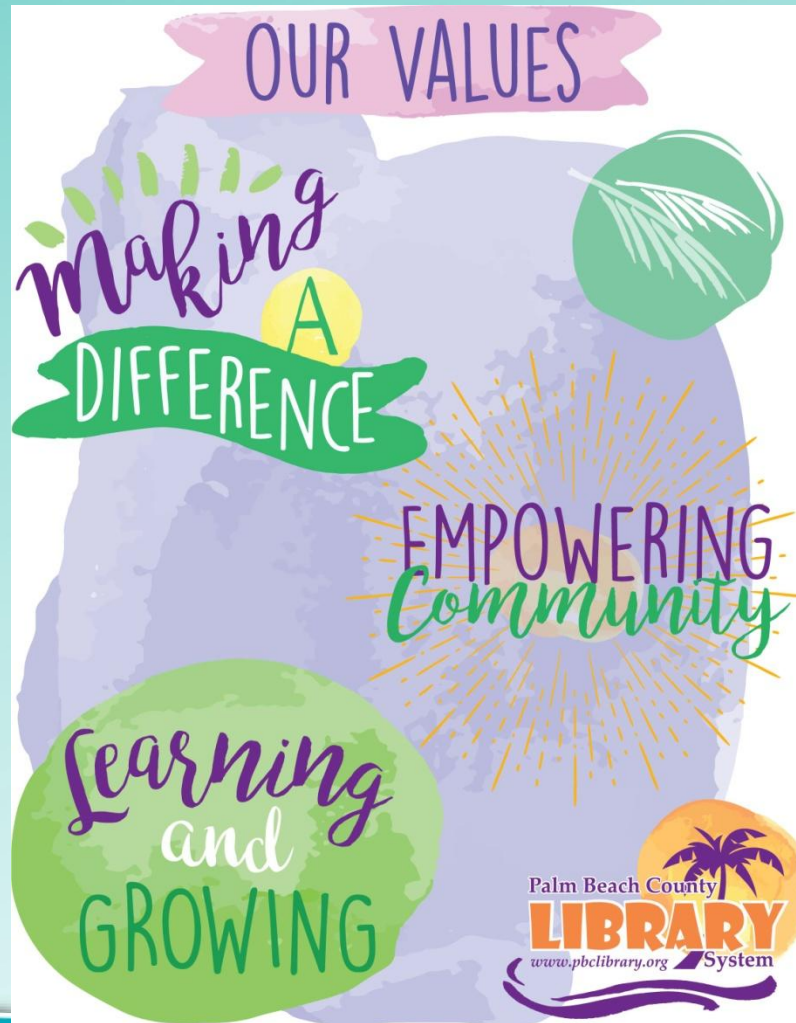


**Tim Kight**  
**Founder and CEO**  
*Focus 3*



E X P E R I E N C E

# Beliefs





# BEHAVIOR





# E X P E R I E N C E



NEW YORK TIMES BESTSELLER

# PRIMED TO PERFORM

HOW TO BUILD THE  
HIGHEST PERFORMING  
CULTURES THROUGH  
THE SCIENCE OF  
TOTAL MOTIVATION

NEEL DOSHI &  
LINDSAY MCGREGOR







# Inertia

There is no good reason why I continue to work at my current job.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.



# Economic Pressure

I continue to work at my current job because without this job, I would be worried I couldn't meet my financial objectives.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.



# Emotional Pressure

I continue to work at my current job because if I didn't, I would disappoint myself or people I care about.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.



# Potential

I continue to work at my current job because this type of work will help me to reach my personal goals.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.



# Purpose

I continue to work at my current job because I believe this work has an important purpose.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.



# Play

I continue to work at my current job because the work itself is fun to do.

Rank yourself on a scale of 1 to 7, with one being strongly disagree to 7 being strongly agree.

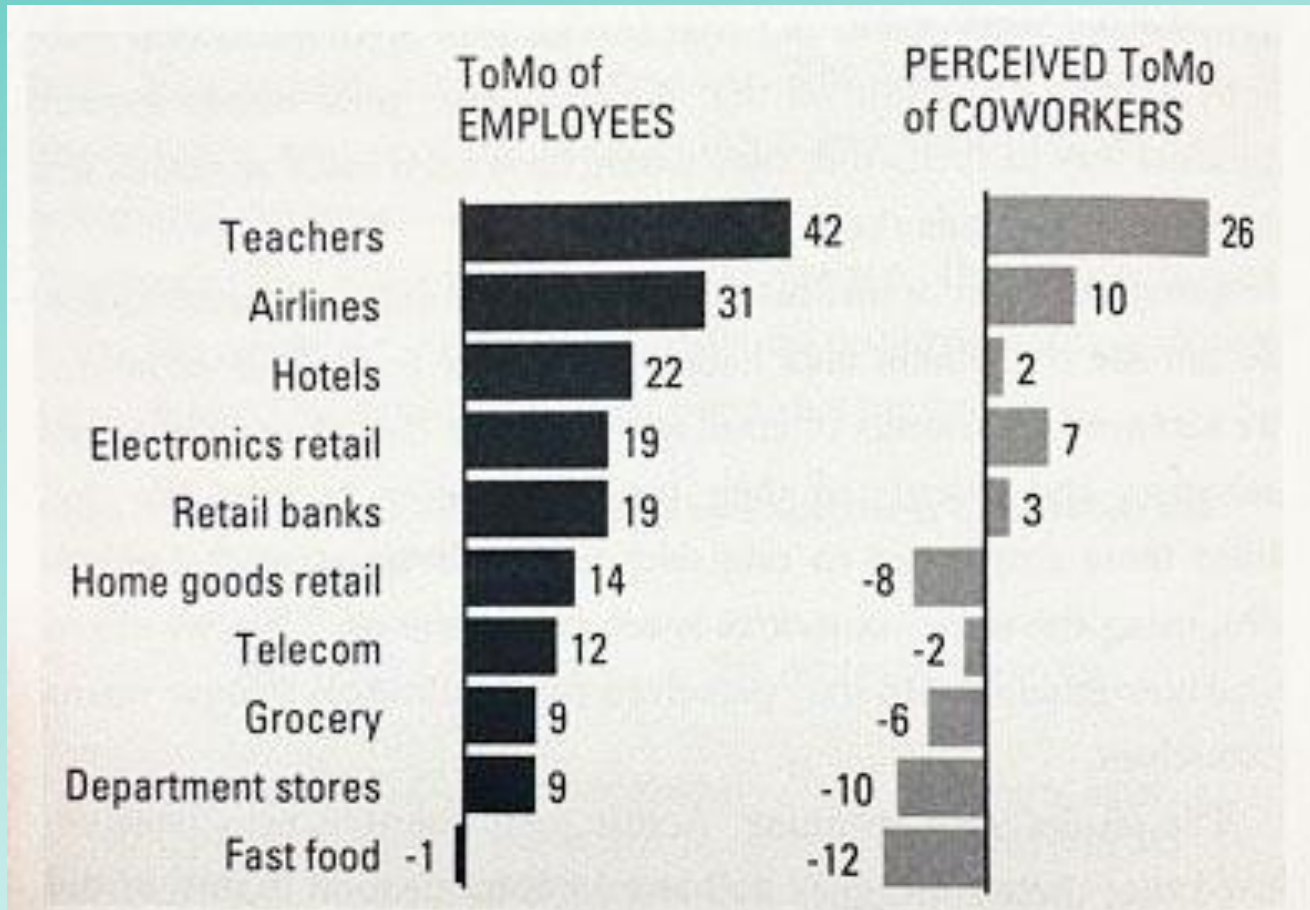


QUESTION	ANSWER	× weight =	TOTAL
I continue to work at my current job because the work itself is fun to do	<input type="text"/>	× 10 =	<input type="text"/>
			+
I continue to work at my current job because I believe this work has an important purpose	<input type="text"/>	× 5 =	<input type="text"/>
			+
I continue to work at my current job because this type of work will help me to reach my personal goals	<input type="text"/>	× 1.66 =	<input type="text"/>
			-
I continue to work at my current job because if I didn't, I would disappoint myself or people I care about	<input type="text"/>	× 1.66 =	<input type="text"/>
			-
I continue to work at my current job because without this job, I would be worried I couldn't meet my financial objectives	<input type="text"/>	× 5 =	<input type="text"/>
			-
There is no good reason why I continue to work at my current job	<input type="text"/>	× 10 =	<input type="text"/>
			=
		<b>ToMo:</b>	<input type="text"/>
Add the totals for the direct motives (first three) and subtract the totals for the indirect motives (last three)			

From Primed to Perform, pg. 108



Final Score  
Scale -100 to +100



From Primed to Perform, pg. 80









STRENGTHS

WEAKNESSES

- Customer Service
- Teamwork

- Communication
- Consistency

**Director's Office Update**

**January 25, 2021**

I hope you all had a great weekend. Bet you didn't know that the last Monday of January is [National Bubble Wrap Day!](http://nationaldaycalendar.com) According to [nationaldaycalendar.com](http://nationaldaycalendar.com): *National Bubble Wrap Day (also known as National Bubble Wrap Appreciation Day) on the last Monday in January recognizes a fascinating piece of invention. Today, bubble wrap's primary purpose is to protect fragile items either in shipping or storage. Of course, people also take enjoyment from popping the bubbles in bubble wrap, too.* To properly celebrate the day, I invite you all to find a nice sheet of bubble wrap to pop to your heart's content!



**Library Update**

**Lantana Branch** – LAN will close to the public at the end of business on January 31. Staff will remain in the building for approximately a week after closing to pack up. The book return will remain open until 5pm on February 5<sup>th</sup>. A bookmobile stop will be added to Buttonwood Park a short distance west of the branch.

**System Services/IMC Merger** – To facilitate more efficient communication and collaboration, I have authorized another change to the library's organizational structure. Effective immediately, IMC has been merged into System Services to stand as a new section within that division. The combined division will still be known as System Services. There is no change to staffing or current policies at this time so please continue to contact IMC as normal for your marketing requests.

**Health Screenings** – The daily health screenings will continue through the winter. County Risk Management has determined that they are effective in keeping ill employees out of the workplace and potentially stop the spread. Thank you to everyone for our diligence with the screenings.

**Coronavirus Update**





*“In order to build and sustain a strong culture, people need to know what is expected of them ... The Culture Playbook is designed to help you communicate your culture with exceptional clarity. It makes clear what culture is, why it’s important, and the role that everyone plays in building and sustaining the culture.”*

- Tim Kight, Focus 3

# Bridgewater Associates



## PRINCIPLES RAY DALIO

“Ray Dalio has provided me with invaluable guidance and insights that are now available to you in *Principles*.”

—BILL GATES

“I found it to be truly extraordinary. Every page is full of so many principles of distinction and insights—and I love how Ray incorporates his history and his life in such an elegant way.”

—TONY ROBBINS

**#1 NEW YORK TIMES BESTSELLER**



*Organizational transparency is paramount to protecting culture, particularly during challenging times.*

– O.C. Tanner Culture Report 2021



### **Connect Communities**

We engage our communities and partners by promoting and enhancing the role of the library and offering services beyond the library's walls.



### **Inspire Thought**

We provide free access to resources and services that reflect and engage Palm Beach County's diverse communities and residents.

We inspire thought by offering a diverse range of activities designed to enrich, stimulate and engage members from early literacy through adulthood.



### **Enrich Lives**

We provide a welcoming environment, both physically and virtually, to spark creativity, stimulate thoughtful conversation and encourage collaboration.

We will serve as a bridge for community members to access social services.



### **Our Vision**

Opening minds to a world  
of unlimited possibilities.



### **Our Values**

Making a difference. Empowering community.  
Learning and growing.

# Inklings



I stand by my words and actions.







https://www.octanner.com/global-culture-report.html



Products

Services

Resources

Case Studies

Company

DEMO

# Global Culture Report

Workplace culture and everyday employee experiences go hand in hand. And both are more critical than leaders imagine.





# Secret of Employee Satisfaction

## *Micro-Experiences*

“Inclusion efforts are most important when they focus on everyday experiences.”

O.C. Tanner Global Culture Report 2021



Peaks

Valleys





# Shola Richards

Founder of  
Go Together™



*“When I’m walking down the street holding my young daughter’s hand and walking my sweet fluffy dog, I’m just a loving dad and pet owner, ...” he wrote. “But without them by my side, almost instantly, I morph into a threat in the eyes of some white folks. ... unfortunately, all that some people can see is a 6’2” athletically-built Black man in a cloth mask who is walking around in a place where he doesn’t belong ... It’s equal parts exhausting and depressing to feel like I can’t walk around outside alone, for fear of being targeted.”*



***Ubuntu***

**I am,  
because we are.**



# Starting Point for a Strong Culture



## Effects of Kindness

- Releases Oxytocin
  - lowers blood pressure
- Produces Endorphins
  - natural painkiller
- Lowers Cortisol
  - the stress hormone
- Increases Serotonin
  - an antidepressant

<https://www.randomactsofkindness.org/the-science-of-kindness>



# Kindness Helps Everyone



# Libraries are built on kindness



# Simple Acts of Kindness

- Saying “Thank You”
- Compliments
- Appreciation
- Snacks
- Offers of Assistance



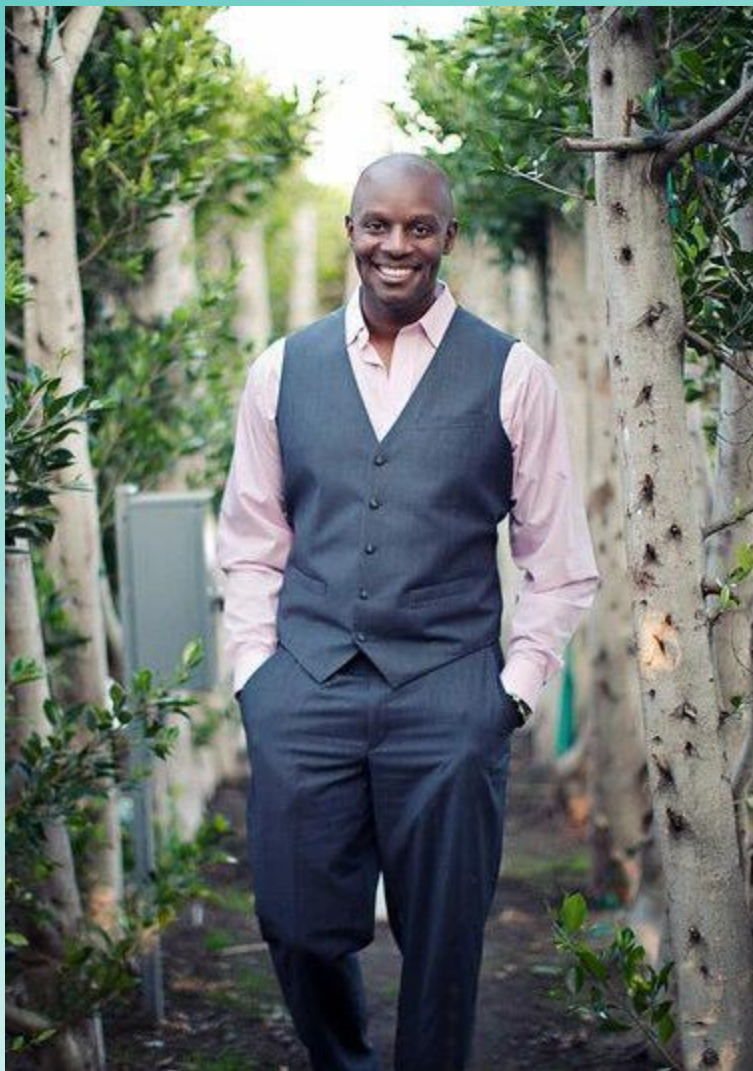
## A Simple But Profound Act of Kindness

# Listening

“It is more than just asking for feedback. It includes acting on what you are hearing.”

O.C. Tanner Global Culture Report 2020





## Game Changing Leadership Ability

Master the moment  
by being fully  
present with others.

“Leaders need to move away from merely gathering feedback and instead listen authentically and act on what they learn.”

O.C. Tanner Global Culture Report 2020



“Employee listening means getting feedback, communicating the results of the feedback, and taking action to make changes based on the feedback.” O.C. Tanner Global Culture Report 2020

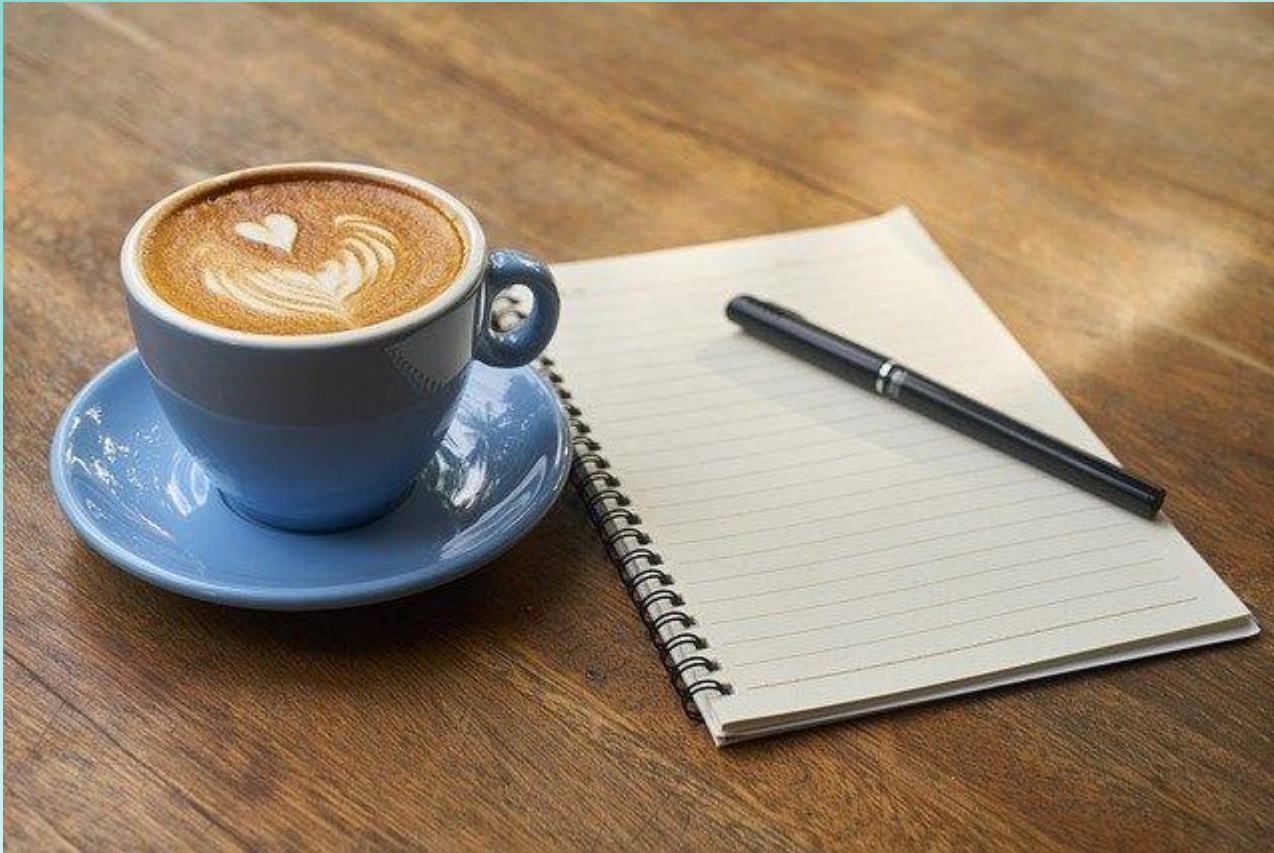


## Fifty Cups of Coffee

Step 1: Contact Adam to set up a 30-minute meeting.

Step 2: Tell Adam what you want to drink (coffee, tea, water, etc.)

Step 3: When we meet, lead the conversation with topics and questions of your choosing.





“When we listen and celebrate what is both common and different, we become a wiser, more inclusive and better organization.”

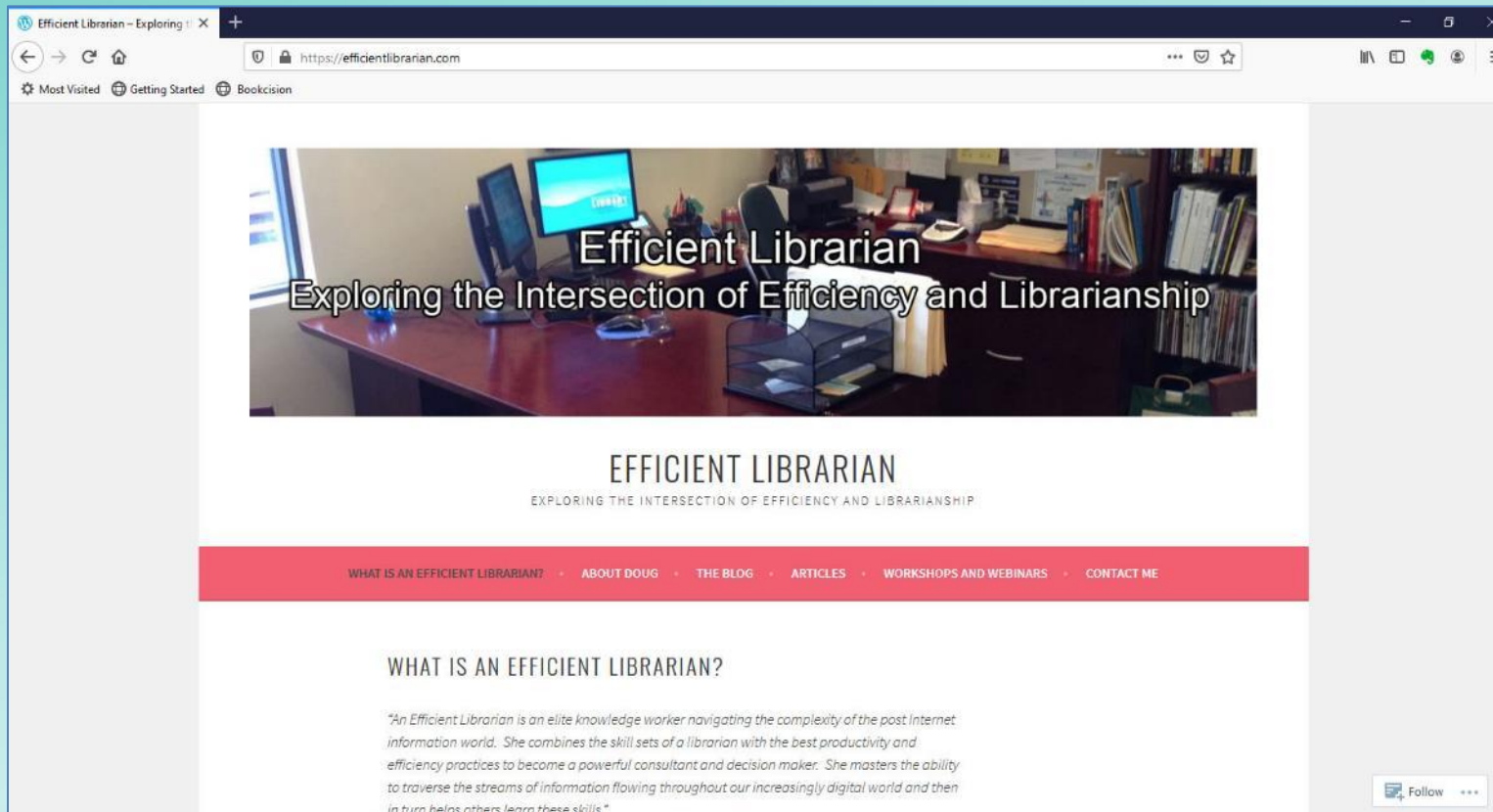
—Pat Wadors, Chief Talent Officer, ServiceNow

# Am I Being Kind?



# Efficient Librarian

[www.efficientlibrarian.com](https://www.efficientlibrarian.com)



The screenshot shows a web browser window displaying the homepage of the Efficient Librarian website. The browser's address bar shows the URL <https://efficientlibrarian.com>. The page features a large header image of a library desk with a computer monitor and books. Overlaid on this image is the text "Efficient Librarian" and "Exploring the Intersection of Efficiency and Librarianship". Below the image, the text "EFFICIENT LIBRARIAN" is displayed in a large, bold, sans-serif font, with the subtitle "EXPLORING THE INTERSECTION OF EFFICIENCY AND LIBRARIANSHIP" underneath. A red navigation bar contains the following menu items: "WHAT IS AN EFFICIENT LIBRARIAN?", "ABOUT DOUG", "THE BLOG", "ARTICLES", "WORKSHOPS AND WEBINARS", and "CONTACT ME". Below the navigation bar, the section "WHAT IS AN EFFICIENT LIBRARIAN?" is followed by a quote: "An Efficient Librarian is an elite knowledge worker navigating the complexity of the post Internet information world. She combines the skill sets of a librarian with the best productivity and efficiency practices to become a powerful consultant and decision maker. She masters the ability to traverse the streams of information flowing throughout our increasingly digital world and then in turn helps others learn these skills." A "Follow" button is visible in the bottom right corner of the page content.

# Conclusion



Doug Crane – Director, Palm Beach County Library System

[www.efficientlibrarian.com](http://www.efficientlibrarian.com)

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