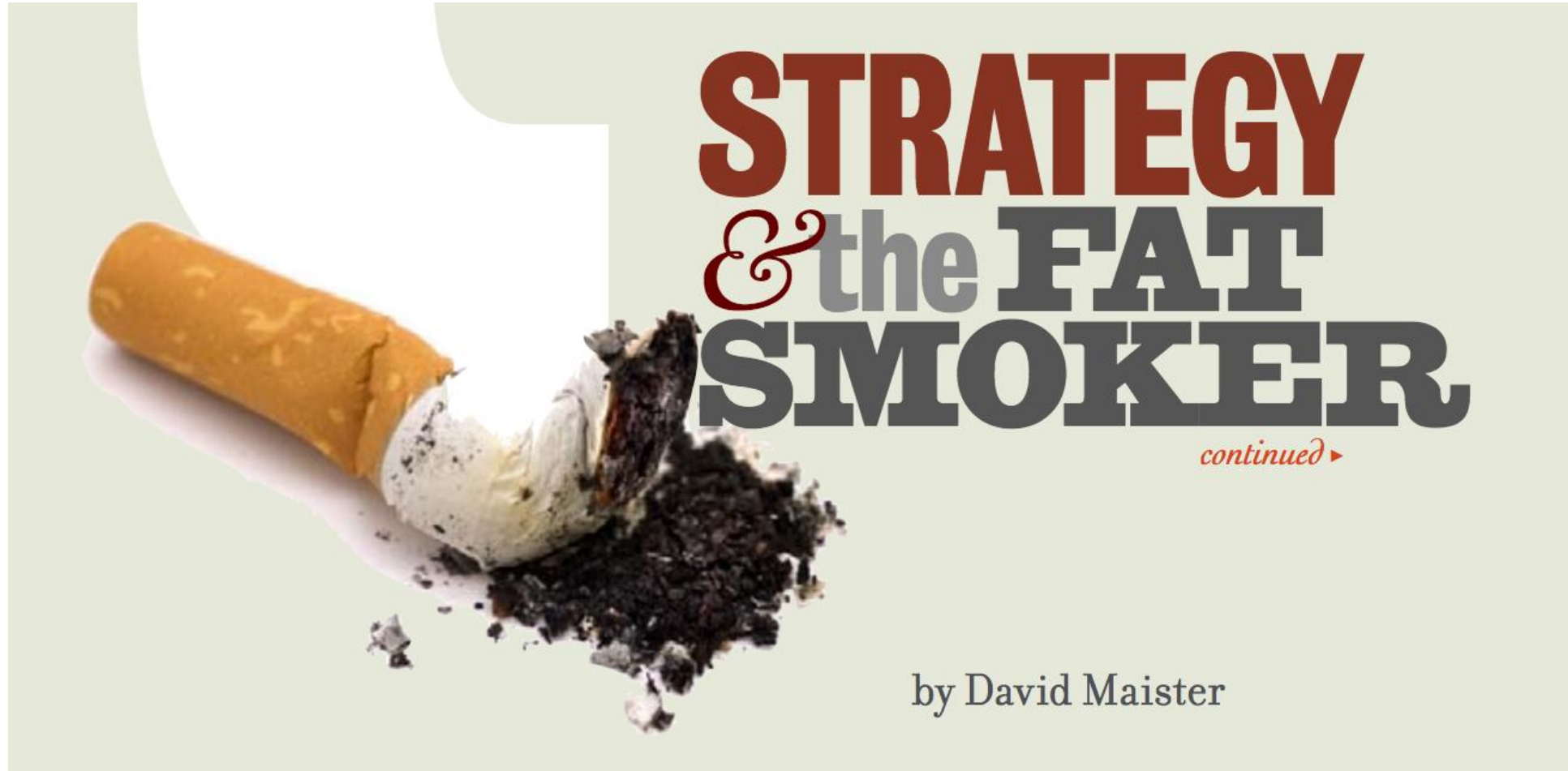


Presentation adapted from...



STRATEGY
& the **FAT**
SMOKER

continued ▶

by David Maister

Your #1 Goal

Write down your library's #1 goal.

Pop Quiz

Strategic planning is...

- a. Indispensable for any organization.
- b. Best done during a retreat with your Board.
- c. A waste of time.

Pop Quiz

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“WHAAA?”



Explain, please

Strategic planning usually focuses on **what** your library will do, and **why** and **how** it will do it.

So why is this a waste of time?

Because you already know

- Strategy is not knowing **what** to do.
 - *You already know what to do.*
- Strategy is not knowing **why** to do it.
 - *You already know why to do it.*
- Strategy is not knowing **how** to do it.
 - *You already know how to do it.*

So, what's strategy?

- The hard bit.
- *Strategy is determining **why** you haven't done it yet.*

Personal examples

Maister *is* the fat smoker.

- He knows **what** to do – lose weight and improve his health.
- He knows **why** to do it – to improve his health.
- He knows **how** to do it – quit smoking, eat better, and exercise.
- The question is: **Why** hasn't he done it already?



Why don't we do what we should?

?



Why don't we do what we should?

- 1) Rewards & pleasures are in *future*.
- 2) Disruption, discomfort and discipline needed to change are *immediate*.



To reach goals...

1. We must first change our lifestyle NOW.
2. We must have courage to keep up new habits.
3. We must not yield to familiar temptations.

Newsgram: Humans are really bad at this.



Can I try a bit of it?

- Can't get half benefit of a good marriage by cutting out half your affairs.
- Can't cure half alcoholism by cutting out half the drinks.
- You can't achieve excellence through things you do "reasonably well, most of the time."



Danger of dabbling

- A short-term strategy is an oxymoron.
- Short-term goals are inherently anti-strategic and self-defeating.
 - e.g. Quick weight loss plans.
- These short-lived efforts breed cynicism & "we tried that and failed" attitude.



Danger of dabbling, cont.

- Unless you are ready to change your habits, now and forever, you are wasting your time.
- **Strategy is the *diet*, not the goal.**

Discipline & Resolve

- Debating which goal to pursue is nonsensical if you lack discipline to stick with a program.
- Only worthwhile debate is “which goal are we really ready to follow through on?”
- Necessary outcome of strategic planning is not analytical insight, but ***resolve***.

Essential strategy questions:

1. Which habits are we really prepared to change, permanently and forever?
2. Which lifestyle changes are we really prepared to make?
3. What issues are we really ready to tackle?

Newsgram This is why “strategic planning” retreats are easy, while real strategy is unpleasant.

Excellence in customer support

Sample strategy/diet:

- Library Director sends email to *all* active patrons, asking them to rate library: **green (satisfied)**; **amber (some concerns)**; or **red (unhappy)**?
- Then, Director personally reviews & follows up on every response that's not green.
- Average score published for all to see.

Excellence in customer support

Sample strategy/diet (cont.):

- Every patron interaction comes with same satisfaction survey.
- Staff raises and promotions tied directly to their customer support score.
- Library publishes an unconditional satisfaction guarantee.

Excellence in customer support

If this was your #1 goal, would you commit to these habits?

Excellence in customer support

- If you're not willing to treat your #1 goal seriously, don't bother saying it's your #1 goal.
- *Too busy?*
- What's more important than your #1 goal?
- *Don't want to tie staff rewards to your #1 goal?*
- Then you're telling staff your #1 goal isn't their #1 goal.
- *Afraid of a public guarantee?*
- Then you don't believe your #1 goal is achievable.

Your #1 Goal, *Take 2*

Write down your library's #1 goal.

What's your diet?

Write down the new habits you are willing to commit to in order to reach your #1 goal.

What's your diet?

Anyone willing to share your #1 goal and your new habits?



How to change

- 1) Commit to a permanent change in habits.
- 2) Change everyone's scorecard.
- 3) As leaders, walk-the-walk.
- 4) Principles more effective than tactics to achieve outcomes.
- 5) People must volunteer. (Doing it for him/herself.)
- 6) People must get on/off bus. (Org. must decide how it will respond to individuals' choices.)



Initiating change

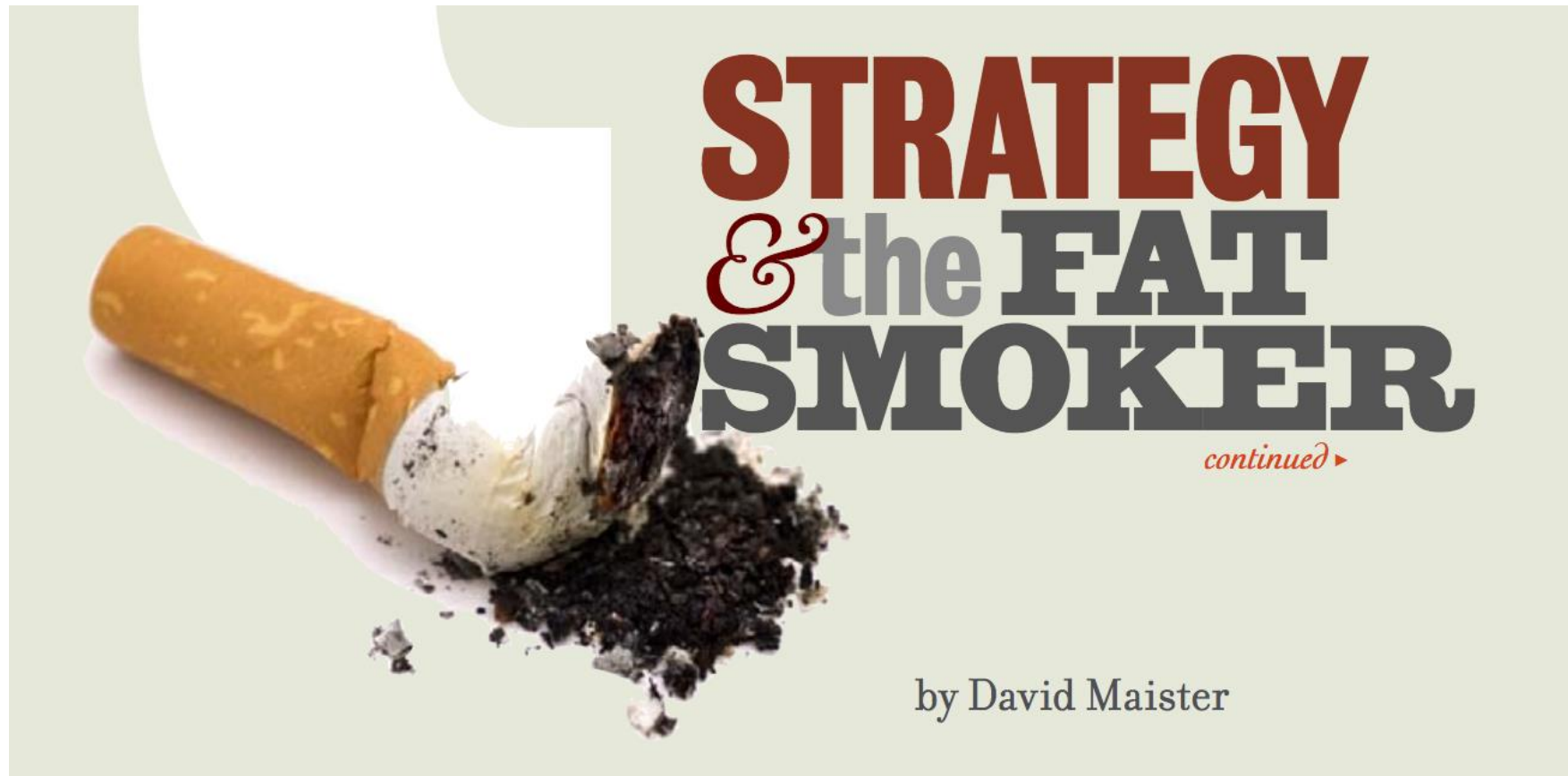
- First goal at start of a change process is getting people to believe the change is doable.
- It's okay to stumble. Only a sin if you don't get back on plan.
- Small steps must yield big celebrations.
- Culture: “As long as you're improving, you're one of us.”



Initiating change, cont.

- Stop talking about ultimate goal. It's too distant, too abstract.
- Long-term goal is context for short-term goals. (e.g. lose 50 lbs in a year vs. lose 1 lb a week).
- “Rome wasn't built in a day, but we *are* building Rome.”

For more...



<http://changethis.com/manifesto/24.StrategyFatSmoker/pdf/24.StrategyFatSmoker.pdf>