

APPRECIATIVE INQUIRY: APPLICATION AND CELEBRATION

Two WLA Sessions presented at Wisconsin Dells Conference, 2006
Co-sponsored by CSRT and SSS



SESSION ONE PAGE 2 OF HANDOUT

**Applying Appreciative Inquiry (AI) and other Positive Approaches -
Balance At Work: Enforcing Rules while meeting Human Needs in
your Library**

Thursday, November 2, 2006 at 9 – 10:15 a.m.

SESSION TWO PAGE 10 OF HANDOUT

**Celebrate What's right with the World - Tipping the Balance
towards the Positive: Exploring Appreciative Inquiry (AI) and
Other Positive Approaches to Change**

Thursday, November 2, 2006, 11 – 12:15 p.m.

The intended audience for each of the WLA Appreciative Inquiry sessions is: leaders, potential leaders, and anyone who wants to be encouraged and is ready to help improve their organization. Everyone who is willing to help their organization grow through changes can be “leaders” in Appreciative Inquiry.

More information on Appreciative Inquiry (AI) is on the Dewitt Jones movies “What’s Right with the World”, and “Extraordinary Visions”, and at “Appreciative Inquiry Commons” – “appreciativeinquiry.case.edu”.

WHAT IS APPRECIATIVE INQUIRY AI ?

From *A Positive Revolution in Change: Appreciative Inquiry* by David L. Cooperrider and Diana Whitney:

Ap-pre’ci-ate, v., 1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems 2. to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, AND HONORING.

In-quire’(kwir),v., 1. the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, AND SYSTEMATIC EXPLORATION, STUDY.”

SESSION ONE:

Applying Appreciative Inquiry (AI) and other Positive Approaches- Balance At Work: Enforcing Rules while meeting Human Needs in your Library

Thursday, November 2, 2006 at 9 – 10:15 a.m.

Speakers: A panel of supervisors and front-line circulation staff:

- Meg Allen, Baraboo Public Library Circulation Manager and Member-At-Large of CSRT
- Vicki Ruthe Cogswell, Beloit Public Library Circulation Librarian and Vice Chair/Chair Elect of CSRT
- Jeanne Foley, UW-Oshkosh Polk Library Head of Access Services and Secretary/Recorder of CSRT
- Nathan Rybarczyk, Baraboo Public Library – Interlibrary Loan Librarian/Library Assistant, and library school at UW-Milwaukee

Ways to apply Appreciative Inquiry (AI) and other “positives” in your library -a panel discussion by library supervisors and front-line staff sharing success stories of ways that we search for the best in “customers”, staff, and our library. How do we balance the tension between giving good customer service, and enforcing the “rules”/ policies/ procedures? Hints and guided audience participation on maintaining rapport between front-line staff, “customers”, and supervisors - even when customers “want to speak to a supervisor”.

I. Introduction (Focus and definitions.) – Vicki Ruthe Cogswell

- A. Why CSRT and SSS are doing this session.
 - 1. Circulation and frontline staff need to be encouraged.
 - 2. Appreciative Inquiry is a model that emphasizes mutual respect and positive attitude to cope with change.
 - 3. The Library – different types = different philosophies and roles.
- B. Rules = policies, procedures, and culture
 - 1. Why do we have them and which ones do we need?
 - 2. How do we make sure that staff and customers know them?
 - 3. What are the rules about making exceptions to rules?
 - 4. What influences us to change the rules?
 - 5. How do we treat each other; how do we treat our customers?
 - 6. Influence of “The Principal”
- C. The Customers
 - 1. You as a customer - exercise.
 - 2. What is the level of customer satisfaction dependent on?
- D. The Frontline Staff
 - 1. What is their role?
 - 2. What do they need to do their jobs?
 - 3. Levels of ability and knowledge.
 - 4. Consistency in application of rules.
 - 5. How staff help other staff with customers.
- F. The Supervisor - dynamics when “someone in charge” comes out.
 - 1. Finding out what is going on for customers and staff.
 - 2. Customer changes in attitude and “story”.
 - 3. What determines how we make exceptions to the rules?
 - 4. How do to honor the customer and the frontline staff, even if they don’t get what they want.
 - 5. Giving the power back to customer and frontline staff.
- G. The Director – dynamics when “the One in charge” is called out.

II. Perspective from Frontline staff at a Public Library - Nathan Rybarczyk

III. Perspective from Supervisor at a Public Library- Meg Allen

IV. Perspective from Supervisor at an Academic Library – Jeanne Foley

V. Audience participation - Vicki Ruthe Cogswell

VI. Conclusion - Vicki Ruthe Cogswell

Additional Resources:

- 1. “CircPlus”, List Serve, “LISTSERV@IDBSU.IDBSU.EDU”
- 2. “PUBLIB”, List Serve, “gopher:nysernet.org”
- 3. “Tongue FU” – philosophy and book by Sam Horn, www.SamHorn.com.
- 4. “FISH” philosophy – movies and books by Stephen Lundin.
- 5. Circulation Conference, UWMadison –every two years.
- 6. Lewis Bender – speaker, “Managing Problem Employees” and personality tests.
- 7. Vicki Ruthe Cogswell, vcogswell@beloit.lib.wi.us

INSPIRATION

The following email exchange is my inspiration for why CSRT is doing Appreciative Inquiry as a theme in our three WLA sessions this year. David from California (below) actually said he even considered asking if he could come work for me until he saw that my library was in Wisconsin! -- Vicki Ruthe Cogswell

Subject: fine and item recovery

From: David

Date Wed. 12 Apr 2006

To: CIRCPLUS - LIBRARY CIRCULATION ISSUES CIRCPLUS@LISTSERV.BOISESTATE.EDU>

In my experience, it usually isn't the person working the Circulation Desk who waives anything. It usually comes at the stage where the patron "wants to speak to someone else" about it. And who is that person usually? The duty librarian, and the duty librarian doesn't have to deal with deadbeats on an hourly basis and hasn't built up the armor that comes from experience. They usually are not terribly familiar with Circulation policies, are not used to the psychological warfare that patrons can sometimes use, and (if the truth be known, at least in my experience) don't give a fig about what happens on the Circ desk. They just want the patron to go away happy.

I don't work in Information or Reference, so I wouldn't presume to recommend a medial dictionary to a patron. And there are people that don't work in circ, but somehow have the authority to over ride anything I say because it is the path of least resistance to them. Go figure.

RE: fine and item recovery

From: Ruth

Date Thu. 13 Apr 2006

To: CIRCPLUS - LIBRARY CIRCULATION ISSUES <CIRCPLUS@LISTSERV.BOISESTATE.EDU>

I worked at a large urban public library and that library had an office called the LIC (Librarian in charge.) The idea was that whatever librarian was in that office for that shift that person—not the city librarian—was the final voice of authority for any patron service issue that would come up. This hour you might get a tough but fair librarian who stared out working circulation thirty years ago who would back us circ folk up and then two hours later it would be some blue haired grandmother type who just hates conflict and can't see why we're making a fuss about a few dollars. It was very hard to know what would happen when the patron wanted to speak to the person in charge. The more problematic patrons would recognize the caliber of librarian who came to the desk and fight or flee depending on what he knew he would get away with. I understand not being backed up.

The truth is at the end of the day the lowly circ worker could only vow to deal with patrons consistently and follow policies not written by him. (It helps to have a soft calm voice and blame a faceless bureaucracy for not being more giving—"I'm sorry but U can't waive your fine—they won't let me do that."), and let the chips fall where they may. You're just doing your job. At my current job I'm the person who makes the call and I'll admit to being lax but I'm here to serve a church not the public. I can afford to be lax when I think it's appropriate. But I let my student workers know that it's my call and they can blame me—that's what I'm here for.

Re: fine and item recovery

From: Vicki Ruthe Cogswell <vcogswell@beloit.lib.wi.us>

Date: Thu, 13 Apr 2006 14:28:59 -0500

To: CIRCPLUS - LIBRARY CIRCULATION ISSUES <CIRCPLUS@LISTSERV.BOISESTATE.EDU>

Hi David,

I feel compelled to speak to the frustration I hear in your posting and take this thread in a different direction. It is something that several front-line library staff may feel. It sounds like you are caught in the can't "win with the customers" dilemma, because you are doing your job enforcing the circulation policy but the supervisor overrides your actions. Who looks bad to the customer - you. Who looks good- the supervisor who waived the fines. It least that's how it can feel. This can be a sensitive situation for a supervisor. Staff don't feel that they have the authority to make some of those decisions, but they feel embarrassed, and diminished when their work is overturned by someone higher up. There are ways to make this work better for the staff and customers.

I am the Circulation Librarian at a public library. This is what I find helps my staff and me (most of the time.) I schedule myself on the circulation desk several times a week so that I can know what is going on for my staff and customers. I write the Circulation policies and procedures with a great amount of input from my staff, and suggestions from customers (yes even their complaints help us make changes.) My desk is near checkout and checkin so that I can hear some of what staff and customers are saying. I usually know a lot about what the situation is already when a staff member comes back to get my help with a customer. Staff will clue me into the rest of what is happening before I go out. Often I will just give staff some ideas and let them take care of it. Sometimes, I go out to the checkout desk when I hear a situation developing - just to be there as back-up if my staff needs me.

It helps to approach any situation with a customer as an opportunity to help them solve a concern, and to teach them about our procedures and ways that they can get better results next time.. Frequently front-line staff have already borne the brunt of a customer's anger as they "give them the news" of a fine, etc. I always know that the customer may tell me something different in a calmer manner. I listen to the customer, look at the clues on computer and the calendar, and evaluate what probably happened based on our procedures. I take into consideration the fact that we are working with humans and we are humans who are not consistent or infallible. Then I make a decision whether to make an exception, have them pay half, etc..

The tricky part is when a staff member has made a mistake and corrections are needed without embarrassing them in front of the customer. I have the staff member stay with me so that they can learn more, and so that I can turn the customer back over to that person. This helps the staff member continue a relationship with the customer, and gives them back the "power".

It is a constant balancing act to meet the needs of customers (we don't call them patrons) and to enforce the rules of the library. I look at it this way - we are the "library police" at Circulation. We set up the hurdles - have to have a library card - have to have these IDs to get a library card - have to have fines/overdues under this amount - have to take out only this many items, etc. All the other Departments are working hard to give the customers information and items that they want, as quickly and thoroughly as they can. We enforce whether they get to use it/take it home. So yes, we can get jaded. And yes, customers can use "psychological warfare" to get what they want, and to get out of what they don't want to do (pay fines, stay under limits, etc.) They look at us as social servants (which we are) and that they pay our salaries (which they do.) (This connects back to the original thread of safeguarding the public owned library items, and making them available to all.)

I support my staff in telling them that they do not have to put up with abusive behavior, swearing, violence, or yelling from customers. Sometimes we can't help customers get to an attitude where they can work with us. Customers can feel satisfied about how they are treated, even if they don't get everything that they want. The customer may go away happy or they may not.

That being said, we are also the staff that make a whole lot of customers (almost all of them - almost all the time) very happy. We get to be the first and last people that they see in the library. We check out all the neat stuff to them so they can take it home.

There are good times that we need to look at the people/situation not just the "rules". I empower my staff to work with the customers and to make exceptions themselves for certain situations - death in family, hospital, sick, emergency, etc. My goal is to apply the rules consistently unless there is good reason to make an exception. It is also important that staff members are consistent in how they make exceptions. A customer that wants to make the exception the rule is stopped. I have the strong-held belief that we treat all our customers fairly and equally in service and exceptions. It doesn't matter if they are homeless, mentally ill, have protected or unprotected status, powerful, rich, etc. That is why I work in a public library.

It might help to talk with your supervisor about how you feel.

Vicki Ruthe Cogswell

APPRECIATIVE INQUIRY

CSRT newsletter article, Spring 2006 - (Paraphrased from Appreciative Inquiry articles.)
Vicki Ruthe Cogswell, Beloit Public Library Circulation Librarian, CSRT Vice Chair-Chair
Elect

Appreciative Inquiry (AI) is the search for the best in a person, an organization, and the world. It is a theory and practice for approaching change from a holistic framework. AI is based on the belief that human systems are made and imagined by those who live and work within them. AI works by focusing the attention of an organization on its most positive potential: people's collective wisdom about the best of the organization's capabilities and resources – their values, visions, achievements, and best practices. AI heightens our awareness of our value, strength, and potential as individuals and in an organization.

The AI theory is a set of principles and beliefs about how human systems function that departs from the past metaphor of human systems as machines. AI recognizes that human systems (organizations) are constructions of imagination and are, therefore, capable of change at the speed of imagination. Once organization members shift their perspective, they can begin to invent their most desired future. An Appreciative Inquiry approach helps us to overcome the limits we impose, often unconsciously, on our own capabilities.

Appreciative Inquiry is a discipline of positive change in the field of organizational development. The original theory and vision for "Appreciative Inquiry into Organizational Life" was articulated by two professors at the Weatherhead School of Management (David Cooperrider and Suresh Srivastva, 1987.) AI is a method for developing change that focuses the attitude of the organization in a different way than the usual "Problem solving" method. The steps in the two different types of approach are:

Problem Solving	Appreciative Inquiry
"Felt Need"	Appreciating
Identification of Problem	Valuing the Best of "What is"
Analysis Of Causes	Envisioning "What Might Be"
Analysis of Possible Solutions	Dialoguing "What Should Be"
Action Planning (Treatment)	Innovating "What Will Be"

The focus in a problem solving method is on problems, negativism, and criticism. The focus of AI is collaborative discovery, dreaming, and design using the organizational member's mutual imagination and innovation. The AI method results in the positive energy of members buying-in to make changes never thought possible.

APPRECIATIVE INQUIRY - GROUP EXERCISES

Adapted from "Celebrating What's Right with the World", DeWitt Jones 2001 film, leader's guide and workbook.

- A. Believe it and you'll see it -think about a time when you believed in something---and it happened!**
1. Ask your group members to agree on a collective goal that seems a little out of reach - totally "pie in the sky," such as raising the circ count.
 2. Ask them to spend 10-15 min. brainstorming how to reach that goal.
 3. No idea should be discarded or judged because even the most impractical idea may help spark a more practical one. Do this as a fun, creative process.
- B. Recognizing abundance - Remember, the opposite of scarcity isn't abundance, but possibility. No matter how desperate our situation, if we see a glimmer of possibility and hope, we know we can keep going and take action to improve things:**
1. Ask your group members to think of someone they know who is able to "recognize abundance." Can they describe them to the others? Have they overcome obstacles? What qualities do they have? Remember none is perfect.
 2. Ask group members if they've ever had an experience in which they instantaneously realized how much they have - i.e. Mission trip, disaster news.
- C. Look for possibilities:**
1. Ask all to help write a story that begins, "It was a dark and stormy night." Each will take a turn writing the next sentence of the story - one by one. It shows that you can come up with nswers/possibilities when 'under the gun.'
- D. Unleash your energy to fix what's wrong:**
1. Ask group members to identify one problem at work that they would like to "unleash their energy" for, and fix.
 2. Come up with an action plan and a schedule for making it better. Use your knowledge of what's right with the world to find solutions for what's wrong.
- E. Ride the changes- even a small change can help us learn and grow:**
1. With that in mind, pair up two people who don't know each other well and tell them they have 10 minutes to learn a little bit about each other and to come away with something they can use on the job. Expect to be a little uncomfortable. Keep it positive.
- F. Take yourself to the edge-come up with ways to motivate the other person to be his/her best.**
1. Ask group members to pair up. One is the coach and their role is to come up with ways to motivate the other person to be his/her best. After 5 minutes, switch roles.
- G. Be your best FOR the world (not be the best IN the world):**
1. Give every person as many index cards as there are group members. Ask each to list one or two positive qualities using one index card for each person. Collect the cards and give each participant all the cards about him/her.
 2. Do others see qualities in us that we have forgotten? Remember, our joy cannot be dependent on whether somebody else receives what we give. Just give anyway.

“TONGUE FU”PHILOSOPHY, SAM HORN

Tongue Fu!® is how to handle difficult individuals — without becoming one yourself. These tips are designed to help you respond pro-actively to challenging individuals at that moment, instead of having brain freeze and thinking of the perfect response . . . on the way home.

Tongue Fu!® Tip #1.

When people complain, don't explain,

Explaining feels like excuses. Instead, **Agree, Apologize, and Act.** “You’re right, we were supposed to check that in. I’m sorry you had to worry about it. Can you wait while I look for it on the shelf or would you rather I call you back.” Explain after you take care of the problem.

Tongue Fu!® Tip #2:

Has someone accused you of something you didn't do?

Don't defend or deny it. Instead, put the conversational ball back in their court with, "What do you mean?" Asking them to explain themselves will cause them to reveal the real issue and you can address that instead of reacting to their attack

Tongue Fu!® Tip #3:

Stop disagreements with a hand gesture.

No, not that one! If people are arguing and you try to talk over them, what will happen? They'll talk louder and the voice of reason will get drowned out in the commotion. Putting your hand up like a policeman will cause them to pause for just a moment, which gives you a chance to get your verbal foot in the door. Then say these magic words, "We're here to find solutions, not fault."

Tongue Fu!® Tip #4:

Have to give bad news?

Don't use the apathetic words, "There's nothing I can do." "What can we say when people grumble about the rain? There's nothing I can do' come across as a verbal dead-end. People will feel you're brushing them off, and they'll get more vehement in an effort to make you care. **Use the words, 'I wish,' 'I hope,' or 'There's something'** to let them know you're at least trying to help them. Say, 'I wish I could bring out the sunshine for you. I know you were looking forward to some beach time' or 'I hope it clears up soon.

Tongue Fu!® Tip #5:

Has someone made a mistake?

If something's gone wrong and we tell people what they should have done, they will resent us - even if what we're saying is right. Why? People can't undo the past. From now on when people make a mistake, coach what happened with the words **"next time" or "in the future"** instead of criticizing what happened with the word "should." Now, you're shaping their behavior instead of shaming it, and they're learning instead of losing face.

Tongue Fu!® Tip #6:

Develop a repertoire of Fun Fu! remarks.

" Are you sensitive about something? You have a choice. You can be hyper-sensitive about this and give people the power to embarrass you, or you can come up with clever, non-combative comebacks and keep your wit(s) about you. I ran into a very tall man in an airport. I saw his t-shirt which said, "No, I'm not a basketball player!" The back of his shirt said, "Are you a jockey?" Coming up with just the right remarks can help you lighten up instead of tighten up.

Tongue Fu!® Tip #7:

Turn "can't because" into "sure, as soon as."

The words "can't because" are like a verbal door slamming in people's face. You can often approve requests with the words, "Sure, as soon as" or "Yes, right after." Next time your kids ask if they can go outside and play with their friends, instead of telling them, 'No you can't, because you haven't done your homework,' Re-word your reply to, 'Sure you can, right after you finish your homework.' This makes them responsible for getting what they want.

“FISH”PHILOSOPHY, STEPHEN LUNDIN

There are four main concepts in FISH! They are what makes the World Famous Pike Place Fish Market in Seattle, an engaging environment where fun, joy, energy, productivity and incredible teamwork drive out stress, boredom, toxic energy and burnout for workers and customers alike.

Play

The fishmongers of Pike Place Fish Market are known around the world for throwing and catching large slippery fish, to the delight of their customers. Play is not a specific game or activity. It is a state of mind that brings new energy to the tasks at hand and sparks creative solutions.

Make Their Day

The fishmongers are dedicated to making your visit memorable by finding ways of making the customer's day. You may catch a fish or be in a harmless practical joke. Our work days are full of opportunities for making the day of our internal and external customers; a small kindness or remembering a name; a word of support during difficult times. When you "make someone's day" you are focused on serving another. If you find your energy lapsing, find someone who needs a helping hand, a word of support, or a listener-and make their day.

Be There

The fishmongers have discovered the power of focusing on one person and one thing at a time. The antidote to burnout is not necessarily rest - it is wholeheartedness. It is the halfhearted things you do while juggling other things that wear you out. To "be there" is to be fully engaged in the moment, inviting opportunities, and sharing the experience.

Choose Your Attitude

At the market there is a great deal of discussion about choice - a reminder of what the fishmongers have discovered: you choose your attitude. If you find yourself with an attitude you don't want, you can choose another. Each has the power to choose his or her attitude, and each is responsible for that choice. Your attitude is your reaction to what life hands you, and only you can choose that reaction.

SESSION TWO:

Celebrate What's right with the World - Tipping the Balance towards the Positive: Exploring Appreciative Inquiry (AI) and Other Positive Approaches to Change

Thursday, November 2, 2006, 11 – 12:15

Speaker: Vicki Ruthe Cogswell, Beloit Public Library Circulation Librarian, Vice Chair/Chair Elect of CSRT

Actively explore some ways to revitalize and improve your work, your work team, and maybe your life! Audience will participate in “guided mental exercises” to experience how it feels to define change, understand differences and use positive approaches. Includes excerpts of the inspirational film, “Extraordinary Visions!” c2001, with Dewitt Jones - a National Geographic photographer who shares how he celebrates what’s right with the world.

Exercises from various sources organized by “Appreciative Inquiry” Concepts:

A. Valuing the Best of "What is" = Appreciating

- 1) **Personalities.** Have your staff take a personality test and discuss the types – i.e. “DISC”, “Myers- Briggs”, etc. Knowing strengths and weaknesses of different personalities can contribute to gaining goals.
- 2) **Reactions to change.** Gives you a better idea of how different types of people approach change. Lets you know who to count on for ideas, motivation, and who to ease into changes. (See attached.)
- 3) **Letter of Encouragement,** plus treats, for a Staff enduring changes. (See attached.)
- 4) **Winds of Change-** created by MayLou DeKeyser, a staff member who volunteered to lead my Department meeting while I was gone.

“It would be good to acknowledge the chaos we’ve been living in. We’ve had the winds of change swirling around us for months. Some have had to do two jobs, everyone’s had to work extra hours, and some are working without enough proper training... We have been working short-staffed for months, and have been unsure of what was going to happen with that.

Also we need to acknowledge each other for what we HAVE done – kept service intact for our customers, backed each other up, helping each other out. We’re hanging in there as best we can, and even having some fun along the way.

The winds of change are blowing all over us. These pinwheels are meant to be a tangible symbol of our ability as a department to see magic in those winds! It’s blowing, and we’re still here!”

- 5) **Tossing compliments – toss a soft (fish) as you say a compliment.**

B. "What Might Be" = Envisioning

- 1) Using **Peer expectations** to deal with problem staff.

Have each staff member write down in private (without discussion), at least 5 things, negative or positive, about how the meetings go now or their expectations about how the meetings should go. Gather the cards and summarize them for the next meeting with the addition of written comments from absent staff. This gives you the chance to put in your own ideas. For example – be to meeting on time, don't read a magazine, no side conversations, move your chair into the group, etc.

At the next meeting, share the group expectations. You can immediately apply "peer pressure" to bad behavior by using modified "I" statements. "Remember, that our group expects all of us to do _____. When you do _____ it feels like dis-respect to the rest of the group". Peers will start expecting certain behaviors. If bad behaviors persist, treat it like insubordination and a discipline problem.

This exercise made a huge difference in my department. Years before, the library staff had created a "Working Together Ground Rules" (attached) but this exercise made it ours.

C. "What Should Be" = Dialoguing

- 1) **Ocean picture visioning** = how different peoples have very different stories about the same situation.

Ask staff to relax, close their eyes if they want, and envision the following scene. "There is an ocean beach. You can see the sea and the sky. On the beach are a boy and a dog. What do they look like? What are they doing? What else do you see as you imagine that scene? What do you hear and smell?" Ask them to open their eyes, and share with the group what experience they envisioned. Then show them the picture.

Point out how our customers come to us with different stories about something that happened. They are not wrong, and are just telling us the truth as they know it (if they are!) Talk about how different people communicate differently and how we all have to ask questions to make sure that we are talking about the same thing. Common understandings allow us to work together towards what should be.

D. "What Will Be" = Innovating

- 1) Yarn and washer – using positive thinking to control our actions and attitudes. This frees up our creative side to create goals of where we want to go as individuals and as an organization.

REACTIONS-TO-CHANGE INVENTORY

(Do not include the number values on handout. Score can be a low of -100 to a high of +100. All words circled = zero.)

Quickly circle the words below that you most frequently associate with change:

Adjust	0	Grow	+10
After	0	Improve	+10
Ambiguity	-10	Learn	+10
Anxiety	-10	Modify	0
Better	+10	New	+10
Challenging	+10	Opportunity	+10
Chance	0	Rebirth	+10
Concern	-10	Replace	0
Death	-10	Revise	0
Deteriorate	-10	Stress	-10
Different	0	Transfer	0
Disruption	-10	Transition	0
Exciting	+10	Uncertainty	-10
Fear	-10	Upheaval	-10
Fun	+10	Vary	0

TOTAL: _____

Thank you to the people who work in the Circulation Department –

For all that you have managed to do to keep good customer service going, and to be there for each other:

- ∞ For forgiving and tolerance of human frailties,*
- ∞ For kind words and actions,*
- ∞ For lending a hand to help or an ear to hear,*
- ∞ For trying to make things fun. . . .*

Even with all of the challenges we have faced so far this year. The changes have affected the whole library, and especially our Department. I am proud of all of you.



I give you the following to encourage and hearten you for the more to come:

- Creame savers – to make your life smooth.
- DARK chocolate – because of its antioxidant powers to boost your immune system.
- Lemon drops – because you make lemonade out of lemons.
- Peanut M & Ms – because things are kind of “nutty” right now.
- Hersey’s Kisses – for the hugs and kisses that you deserve.
- Double mint gum – because you double the fun and make work fresh and minty even with double the work load, doing twice your work, training someone else and learning new!
- Sweet tarts – because you sweeten even the “Tart” customers, (and whichever one of us staff is feeling tart that day!)
- Carrot Energy Bar – to give you energy; to remind you to eat well and get your rest.

**Vicki
Working Together
Ground Rules
Beloit Public Library 1994**

Work toward WIN-WIN solutions
Focus on interests, not positions

Demonstrate RESPECT
Be on time
One voice at a time
Critique ideas, not people
All are equal
All opinions are OK
Keep an open mind
Avoid steam-rolling

LISTEN
Hear other views
Speak loud enough
Ask questions
Avoid monopolizing

Follow the Process
Be constructive
Be direct
Keep attention on the topic at hand
Be assertive & positive – use “I” statements
Be mindful of body language
Be mindful of loaded words
Avoid defensiveness
Suspend judgment when brainstorming

Demonstrate TRUST
No retaliation

“FU'D FOR THOUGHT”- TONGUE FU QUOTES:

“Treat people as if they were what they ought to be and you help them become what they're capable of being.” Goethe

“Our task is not to find the blame for the past, but to fix the course for the future.”
John F Kennedy

“People will forget the things you say or do, but they'll never forget the way you made them feel.”

“No one can make you feel inferior without YOUR permission.” Eleanor Roosevelt.

“That old law about ‘an eye for an eye’ leaves everybody blind.” Martin Luther King.

“Control your emotions or they will control you.” Chinese Adage

“If you are patient in one moment of anger, you will escape a hundred days of sorrow.”
Chinese Proverb

“Nothing gives one person so much advantage over another as to remain cool and unruffled under all circumstances.” Thomas Jefferson

“Instead of putting difficult people in their place, put yourself in their place so you can respond with compassion rather than contempt.” Tongue Fu'ism

“Temper is what gets most people in trouble. Pride is what keeps them there.” Unknown author

“Being happy doesn't mean everything is perfect. It means you have decided to look beyond the imperfections.” Unknown

“As long as you treat the same problems with the same methods, you're going to get the same results.” Unknown

“You can't always control circumstances, but you can control your own thoughts.” Charles Popplestone

“To be wronged is nothing, unless you continue to remember it.” Unknown

“We can often do more for others by trying to correct our own faults than by trying to correct theirs.” Francis Fenelon

“Our greatest freedom is the freedom to choose our attitude.” Victor Frankl

“May you live in interesting times.” -- Chinese Proverb --
“You get to decide if that is a curse or a blessing.” – Vicki Ruthe Cogswell --