

**GIVE  
(ALL)  
YOUR POWER  
AWAY**

Keys to an Organizational Remodel



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January 24, 2023

# HELLO!

**I have worked in public libraries in Montana, Colorado, and Wisconsin as an Adult Services/Reference Librarian, Youth Librarian, Public Services Branch Manager, and currently as a Director.**

This presentation was developed based on my experience in middle management and as a director.

Thank you for being here.

Winter is my favorite season and I love snow!  
Ask me about: yoga, beekeeping, hiking, skiing, audio books, non-fiction, and cats.



# WHAT WE'LL COVER



Why remodel  
your  
organization?

What physical  
design  
considerations  
can drive  
change

Choosing an  
org chart  
structure

How to  
implement  
intent based  
leadership



# HISTORICAL OVERVIEW OF THE MIDDLETON PUBLIC LIBRARY



The library started as a shelf of books in this store. It remained there for about 3 years.

On September 11, **1926**, plans were made by the members of the Middleton Progressive Women's Club start a library by donating a shelf's worth of books, which are made available at the Burmeister-Kruse Department Store, located at the northwest corner of Hubbard and Parmenter. On February 22, **1927**, enough books had been gathered to open up for business.



An addition to city hall provides an additional 3,300 square feet of space for the library in **1974**. Middleton goes online with a shared computerized circulation system in **1985**.



The library was in a room at the Village Hall on Hubbard Avenue for 28 years.

In **1930**, the Middleton village board offers use of a second-story room in the village hall. Before the end of the decade, the library expands into an adjacent room to accommodate an expanding collection. By **1948**, there was another space crunch. The library moves to a large room on the first floor of the village hall.



The library finally has its own space in **1990**, and opens March 26. [32,000 square feet on two levels, with most of the lower level unfinished, total cost \$1.8 million.] More than 1,000 people visit the library during its first two hours of operation. In **1994** an online public access computer catalog is introduced.



For 6 years the library was in this room at the Lubcke Building.

In **1958**, needing more space than the village hall can spare, the library moves to a larger room in the Lubcke Building (formerly the Elk's Hotel) located on the northeast corner of Hubbard and Parmenter.



On March 1, **2004**, the library opens for business in an expanded, completely renovated, and fully occupied 10,000 square feet of space.



The library was located in the City Hall building for 26 years.

In **1964**, construction of a new city hall includes 2,200 square feet for the library. The City of Middleton takes over the full operation and financial support of the library. Middleton joins the Dane County Library Service in **1966**.

- Located west of Madison
- Population of 23,000 and growing
- South Central Library System
- 22,000 card holders
- 32,000 sq. ft. facility
- 800-1000 visitors/day



# WHY REMODEL?

**QUESTIONS FOR ASSESSMENT: What improvements do you want to make? What problems do you want to solve?**

1. Eliminate silos and power dysfunction by creating a tighter chain of command/reporting/support for direct supervision.
2. Improved compensation equity by reclassifying job descriptions
3. Create more opportunities for individual and team engagement
4. Reduce redundancies by implementing a new service desk model and universal scheduling
5. Director as 'maker vs. manager' - move the authority to where the information and expertise is by giving away your power.



## PROJECT PRIORITIES

Next Chapter will implement a phased installation of building-wide updates that reflect three urgent priorities:

1. Increase Public Square Footage.
2. Create Flexible Spaces for New Ways of Gathering.
3. Improve Customer Service Experiences.

The total project cost is \$500,000, which includes a **\$200,000 fundraising goal**. Your donations will enable critical improvements throughout the building.



## PROJECT FEATURES

### Main Level:

- An updated entry showcasing new materials and art galleries
- New multi-generational tech space
- Combined Help/Circulation service desk
- Enhanced Friends' Book Store
- New Children's Play 'n' Learn space
- New Teen space

### Lower Level:

- Dedicated quiet research room with local history focus
- New large program room
- Revamped lower level Reference Desk

### Building-wide:

- Flexible shelving configurations
- Replaced and updated seating
- Vibrant and welcoming colors
- New flooring in high-traffic areas

**Next  
Chapter**

for Middleton Public Library

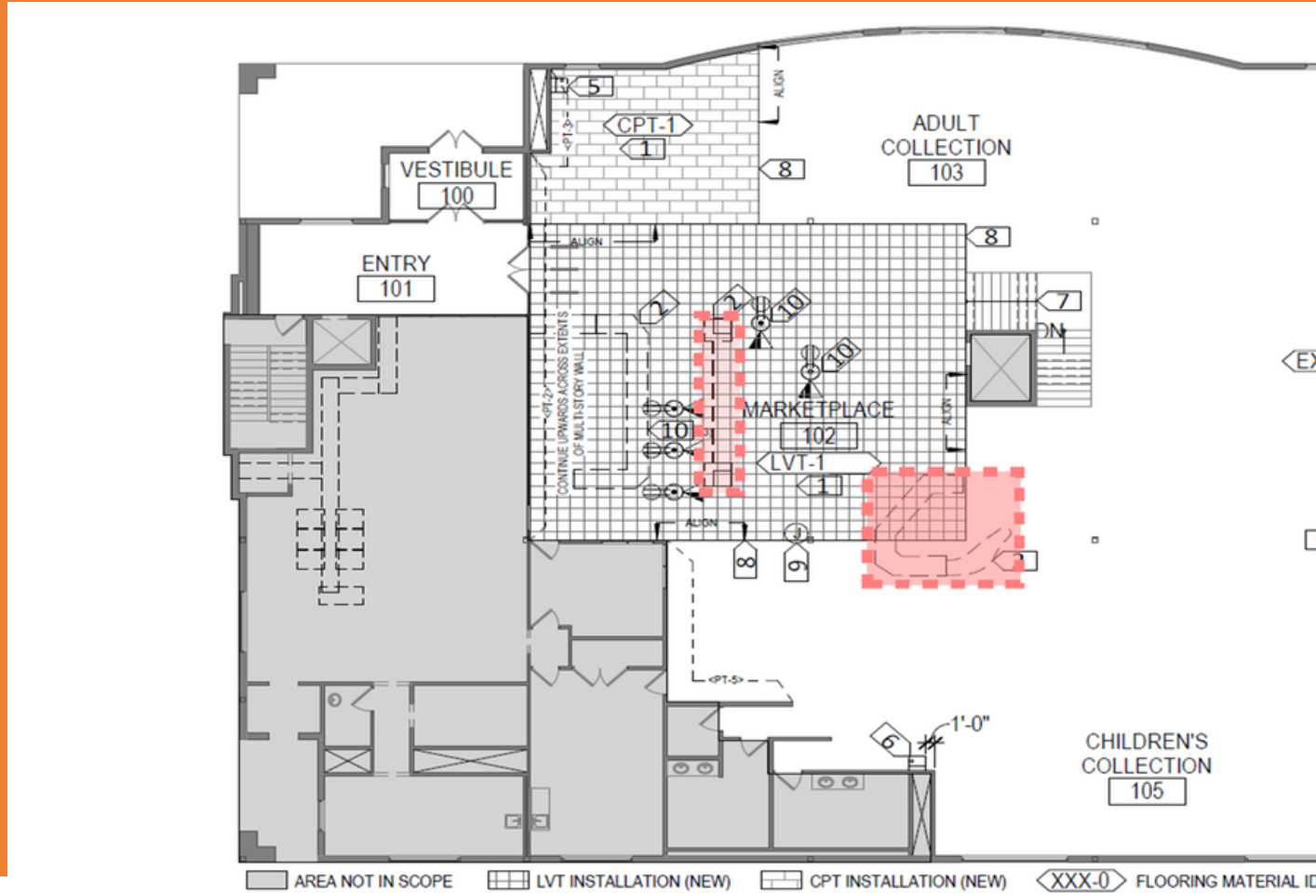
# PHYSICAL DESIGN DRIVING CHANGE

**Service Desks, stacks, meeting rooms, and more...**

Changing the space means changing how we deliver service, which means we must change how we do our jobs.







Consolidated three points of service to two - hitting all three goals of the Next Chapter Project.



# REPEATABLE AND DOCUMENTED PROCESSES

**TOOLBOX**

- SCLS Help
- SCLS Status Wiki
- Databases
- BadgerLink
- Weather
- Library Home

- iSolved
- Sub Worker Form
- Sick Leave
- Vacation
- Staff Shout Out
- Off Desk
- Time/Training Form
- Standards of Service

- Emergency Proc.
- Library Policies
- "M" Drive - Read
- Supervisor Manual
- Service Desk
- Quick Guide
- Absentee
- Employee Handbook

- Photo Gallery
- Upload Photo
- Book Letters
- Notify Me

**January 2024 - Operations Schedule** | Show Leave | Show Staff | <Prev Current Next>

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1/1/2024	1/2/2024	1/3/2024	1/4/2024	1/5/2024	1/6/2024
1/7/2024	1/8/2024	1/9/2024	1/10/2024	1/11/2024	1/12/2024	1/13/2024
1/14/2024	1/15/2024	1/16/2024	1/17/2024	1/18/2024	1/19/2024	1/20/2024
1/21/2024	1/22/2024	1/23/2024	1/24/2024	1/25/2024	1/26/2024	1/27/2024
1/28/2024	1/29/2024	1/30/2024	1/31/2024			

- Apr 2023
- May 2023
- Jun 2023
- Jul 2023
- Aug 2023
- Sep 2023
- Oct 2023
- Nov 2023
- Dec 2023
- Jan 2024**
- Feb 2024
- Mar 2024
- Apr 2024
- May 2024
- Jun 2024
- Jul 2024
- Aug 2024
- Sep 2024
- Oct 2024

## Monday, January 22, 2024

Station	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm
Processing	-	-	-	TM	-	-	-	GG	-	-	-
Parmenter	AEP	TM	TM	TB	GG	GG	TM	TB	AC	AC	GG
Park	KAC	KAC	SS	FAB	TM	FAB	FAB	ER	GG	ER	ER
Terrace	TM	SS	AEP	GG	FAB	TM	GG	AC	ER	GG	AC
Off Desk Time	-	-	-	-	-	-	-	-	-	-	-
Supervisor	-	-	-	-	-	-	-	TB	TB	TB	TB

- Universal scheduling
- Standardized manuals
- Training checklists

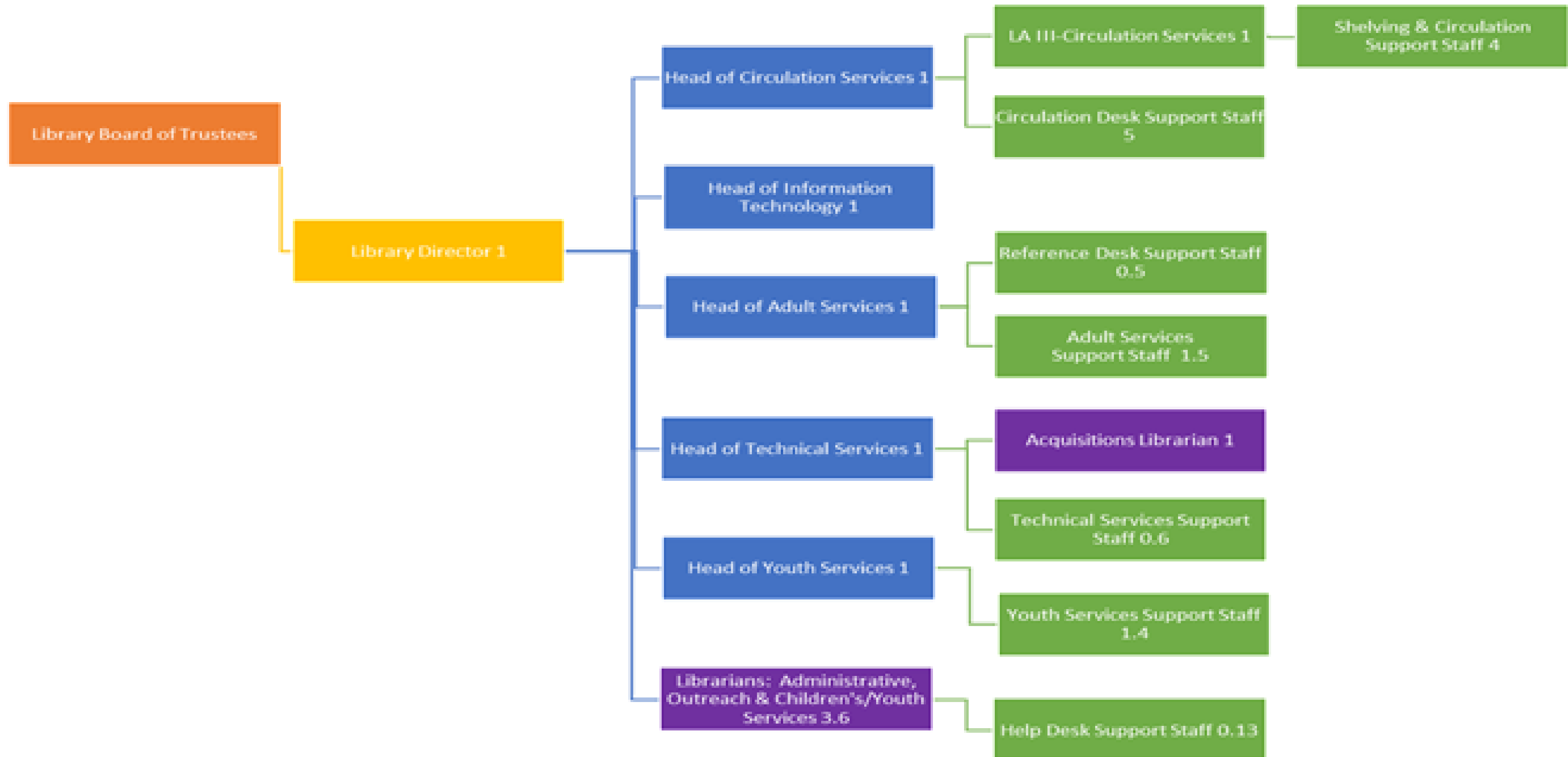
# ORG CHARTS



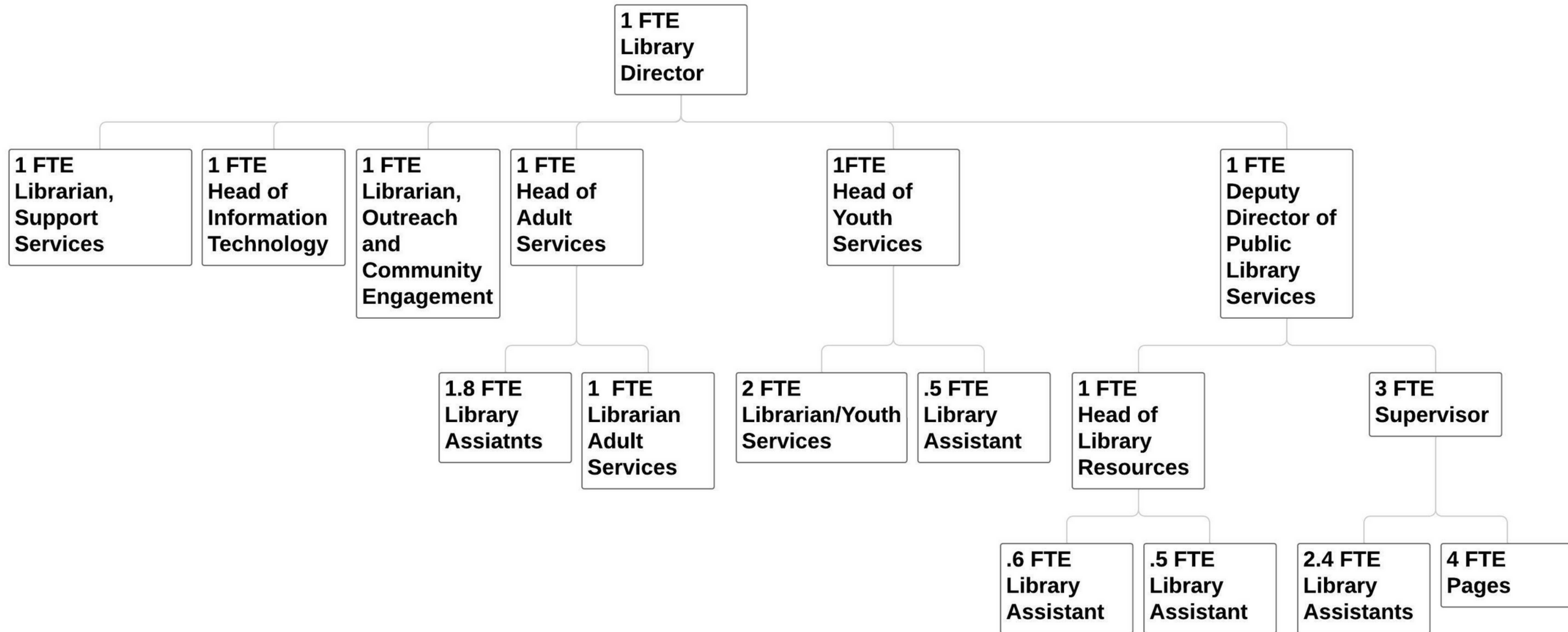
Choose your structure!



# BEFORE



# AFTER



# 01.

## **JOB DESCRIPTIONS**

- Group by category, then position - post it note exercise
- Rewrite job descriptions
- Reclassify and adjust market rate compensation
- Have staff provide input on specific decisions

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# 02.

## **BUILD CHART**

- Balance of power and influence
- Move the authority of decision making to the right positions
- Hire people for positions vs. creating positions for people
- Improve the path for employment advancement



## **03.** **ROLL OUT**

- Identify champions
- Set a date
- Choose a communications plan

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## **04.** **TRAINING**

- Basic training of essential duties on the job descriptions
- Cross departmental training
- Team structure for crossover services and shared budgets
- Support for performance



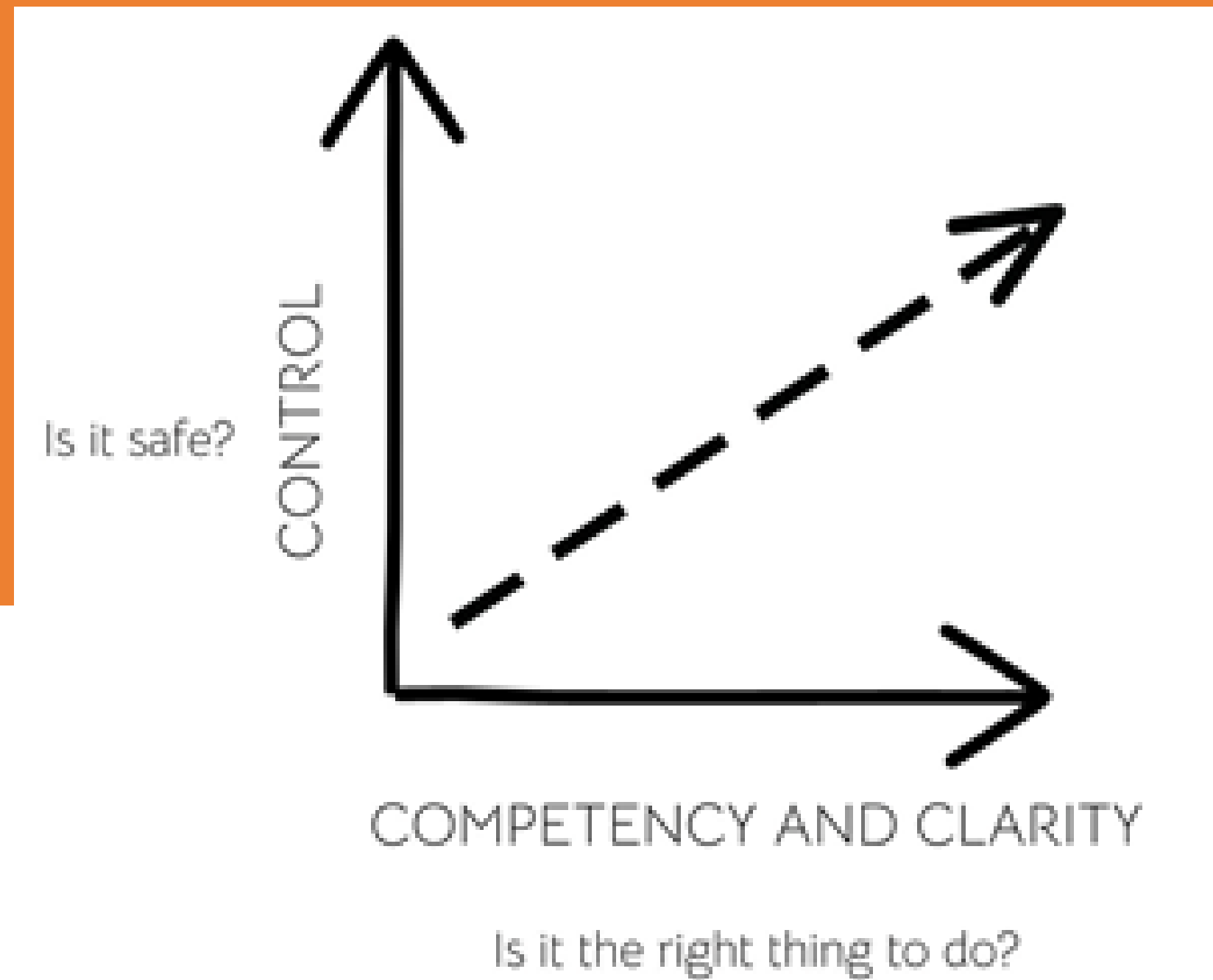
# INTENT BASED LEADER- SHIP

**Us + Them = We**

**We = no blame, no recrimination, teamwork**

Intent-based leadership creates an environment for people to contribute so they feel valued and encouraged to reach their potential. It's about designing an environment where people give intent to each other and they feel valued and proud of their work.

# **(ALL)** **THE POWER**



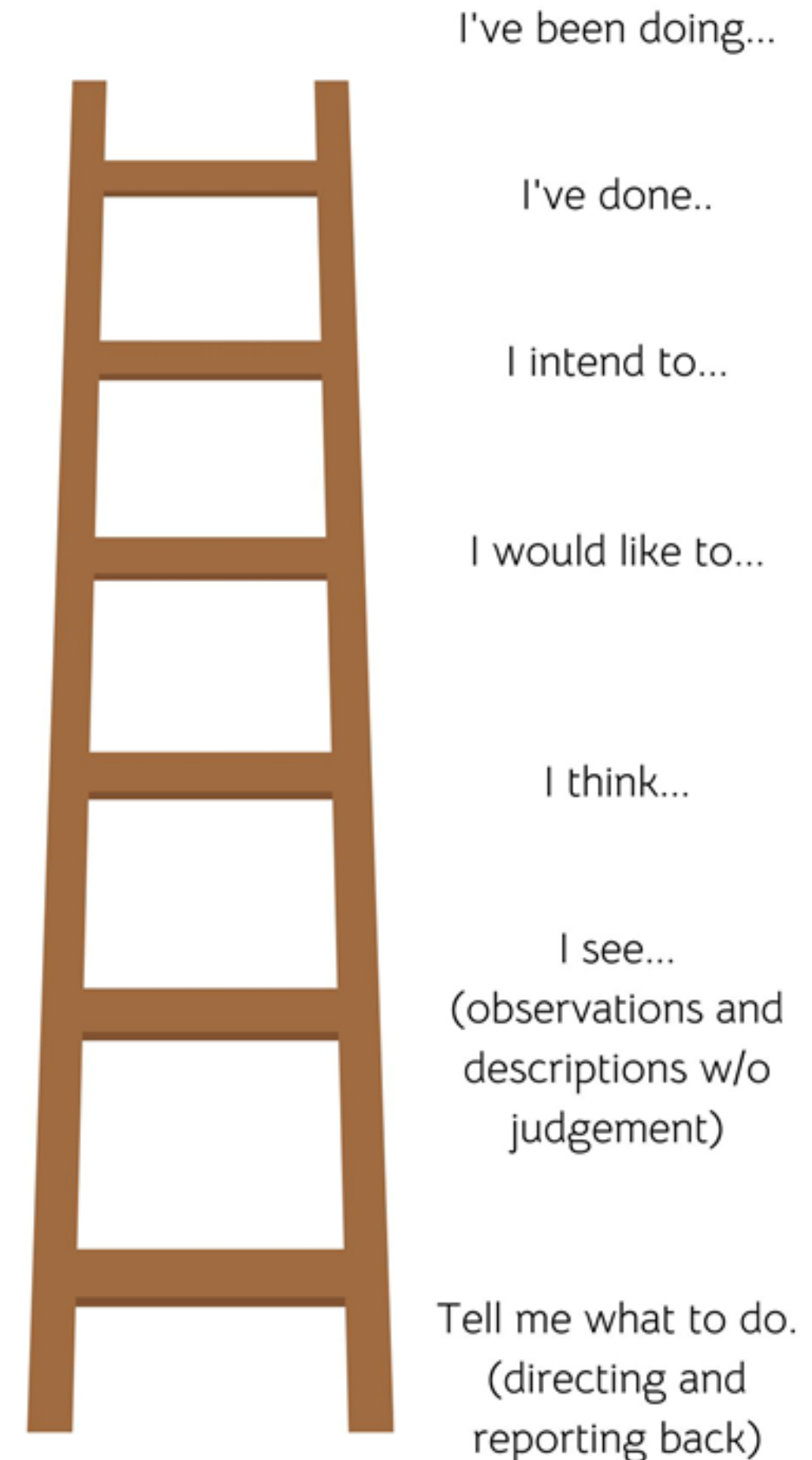
How much, how fast, and who gets to have it.

The biggest problem is you - get out of your own way.



# CLIMBING THE LADDER OF INTENT TOGETHER

What do you want me to do about xyz?  
You are going to have to tell me, I can't read your mind.  
Can't you just make a decision?  
Okay, tell me step by step how you want this done.  
What should I say to them about this?  
I didn't know you wanted it done by then/that way.



**RESILIENT,  
SUSTAIN-  
ABLE,  
POSITIVE!**



Commit to the long game!

Say yes to fun!

Empowerment itself is not a program!

Success is an illusion - keep fine tuning towards *mastery!*

# GO SLOW AND BE DELIBERATE

One mission one organization





# RESOURCES

Here are a some of my favorites that I hope you find helpful.



David Marquet <https://davidmarquet.com>

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Organizational Charts

<https://www.forbes.com/advisor/business/organizational-structure>

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*The Bullseye Principle* by David Lewis and Riley Mills

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Baldrige Foundation and Communities of Excellence

<https://baldrigefoundation.org>

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*Crucial Conversations* by Joseph Grenny and Kerry Patterson

**THANK  
YOU!**

Let's keep the conversation going.  
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MIDDLETON  
PUBLIC LIBRARY