Recent Accomplishments

Through Operational Effectiveness, we’ve achieved “$1 in the Black”
  • Provides bandwidth and financial resources for growth
  • BUT … most changes have been incremental
  • “innovation” (with a small “i”)

Upon further review ……
  Operational Effectiveness is *not* a strategy for reaching the next level
  • Internally focused
  • Doesn’t address market changes and shifting member needs
  • Not a significant market differentiator
SO..... Pivot toward Innovation as a Strategy

- Innovation (with a capital “I”)
- Establish an Innovation Culture and Process
- Create a membership advantage
  - Separate ourselves from marketplace/competitive convergence
- Lead from the front
- Act/Launch instead of React/Crawl
- Repeatability, regardless of project
How does a non-profit, member-based organization launch “Innovation” as a strategic business initiative, assuming its inherent risks, to sustain and grow as an organization, on behalf of its members?
Knowledge of Technology and Market

- LYR had been almost exclusively in the 70% box
  - Operational effectiveness
  - small “i”

- Expanding today toward the 20% and 10%
  - Capital “I”
  - With Robert leading the way
Six Pillars of Innovation*

- Creativity
- Engagement
- Customer Service
- Infrastructure
- Risk Taking
- Leadership
  * Bernie Banks, Kellogg School of Mgmt, Northwestern Univ.

• Form partnerships where:
  • Members contribute their core competencies
    • Engagement and Customer Service
  • And LYRASIS does the same
    • Infrastructure and Risk Taking
## Knowledge: The Intersection of Information and Collaboration

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<tr>
<th>External Impact (Members)</th>
<th>Information Management (Explicit Knowledge)</th>
<th>Collaboration (Tacit Knowledge)</th>
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<td>Internal Impact (Productivity)</td>
<td>ITAV</td>
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• **Strike the balance between**
  • Thinking / Doing
  • Maintenance / Growth
  • Safety / Uncertainty
  • (We are striving for sainthood)

• **Hybrid of “Waterfall” and “Agile”**
  • “Waterfall” methodology
    • Gathers, analyzes all info up front
    • Useful for grants
    • Weaker in reacting to changing customer needs
  
  • “Agile” methodology
    • Rapid development of prototype/MVP
    • Test quickly / Iterate often
    • Work your way toward final product

• **Go / No-Go decisions at key checkpoints**
Stages in the Funnel

Stage 1: Concept

Stage 2: Pre-pilot

Stage 3: Pilot

Stage 4: Early Adopters

Stage 5: Launch

“Graduates” to formal product/service offering

Ideas can come from anywhere

Staff

Members

Catalyst Fund
Planning and Structure

- Internal Process
  - Mini business plans
  - Project/Brand Mgr’s
- Structured process
  - How to assess and complete each step
- Expanding our own capabilities
  - Thinking like entrepreneurs
- Data Migrations and Governance
- Library Publishing / eScholarship
- Machine Learning
- Museum/Library Collaboration

CollectionSpace Pivot
- Technology assessment / Becoming a services-based offering / Repositioning the software

Technology End-2-End
- Examining technology platforms / Beta version of integrations / Aggregating data from disparate platforms

SimplyE: Academic
- How to leverage ebook technology within academic libraries

SimplyE:Public
- Ebook content aggregator and mobile app reader for public libraries

Performing Arts Readiness
- Disaster preparedness for CHI’s LYR Learning
- All training for one price

ORCID
- US-based community at 100
• **Think Big / Start Small**
  • The journey of a thousand miles begins with a single step
  • Change always starts by addressing a customer pain

• **Spark w/ Imagination / Fuel w/ Data**

• **Most transformative innovation comes from the outside**
  • Not constrained by existing paradigms

• **Funding - to address uncertainties, reduce risk**

• **Iterate: Learn “in-market”**
  • Don’t let perfect be the enemy of the good

• **Use values and experience to guide**
  • When data isn’t clear
• The biggest reason for failure is giving up in the face of a resistant culture
  • Unfreeze / Movement / Re-freeze
  • By far, unfreezing is the hardest step
    • So, make the case for change constantly, consistently
• Discover/Build Connections  – The Intersection of Ideas
  • Partnerships can be liberating
    • But you have to be ready to be changed
    • James Hilton: Interdependence at Scale
  • Collaboration is the new Competitive Advantage
  • You can’t think with what you don’t know
• Q1 – Describe the culture of innovation at your institution?

• Q2 – What successes have you had in “unfreezing” resistance to change?

• Q3 – What successful partnerships have you engaged in to drive innovation? How did it change you/your institution?

• Q4 – How can other Leaders Circle members/LYRASIS assist you?

• Q5 – What can we do together?
Thank you!