

CAREful Change: Supporting users and each other through times of significant change

UW Bothell / Cascadia Community College Campus Library
Public Services Team

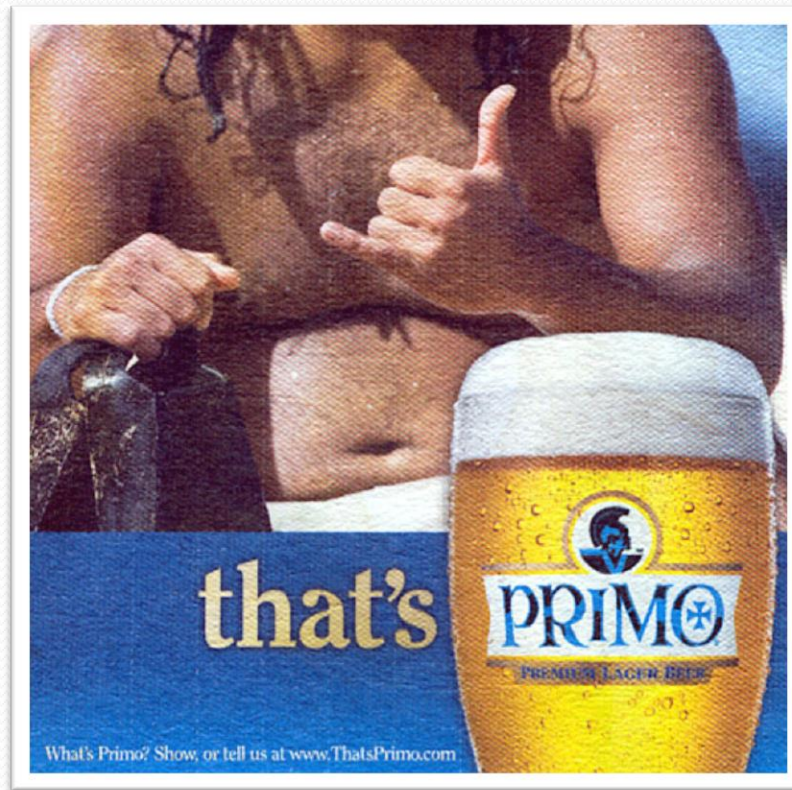
Chelle Batchelor, Rob Estes, Suzan Parker, Tami Garrard

Introduction

- Who we are
- Overarching Goals
 - Increase understanding
 - Minimize stress
 - Optimize customer service
- Overview of what we did
 - Session 1 – four parts
 - Meditation sessions
 - Session 2 – more simple follow-up
 - Training

Session 1 – Taking Care of our Users and Ourselves

Excitement is
Brewing!



Tardis Speech (session 1 pt. 1)



Image: http://www.doctorwho1.com/pics_pictures/pics_pictures.html

Tardis Speech Activity

Two part activity:

- 1) Background of the transition (why this, why now??)
- 2) Elevator speech activity

Rationale / need for this activity:

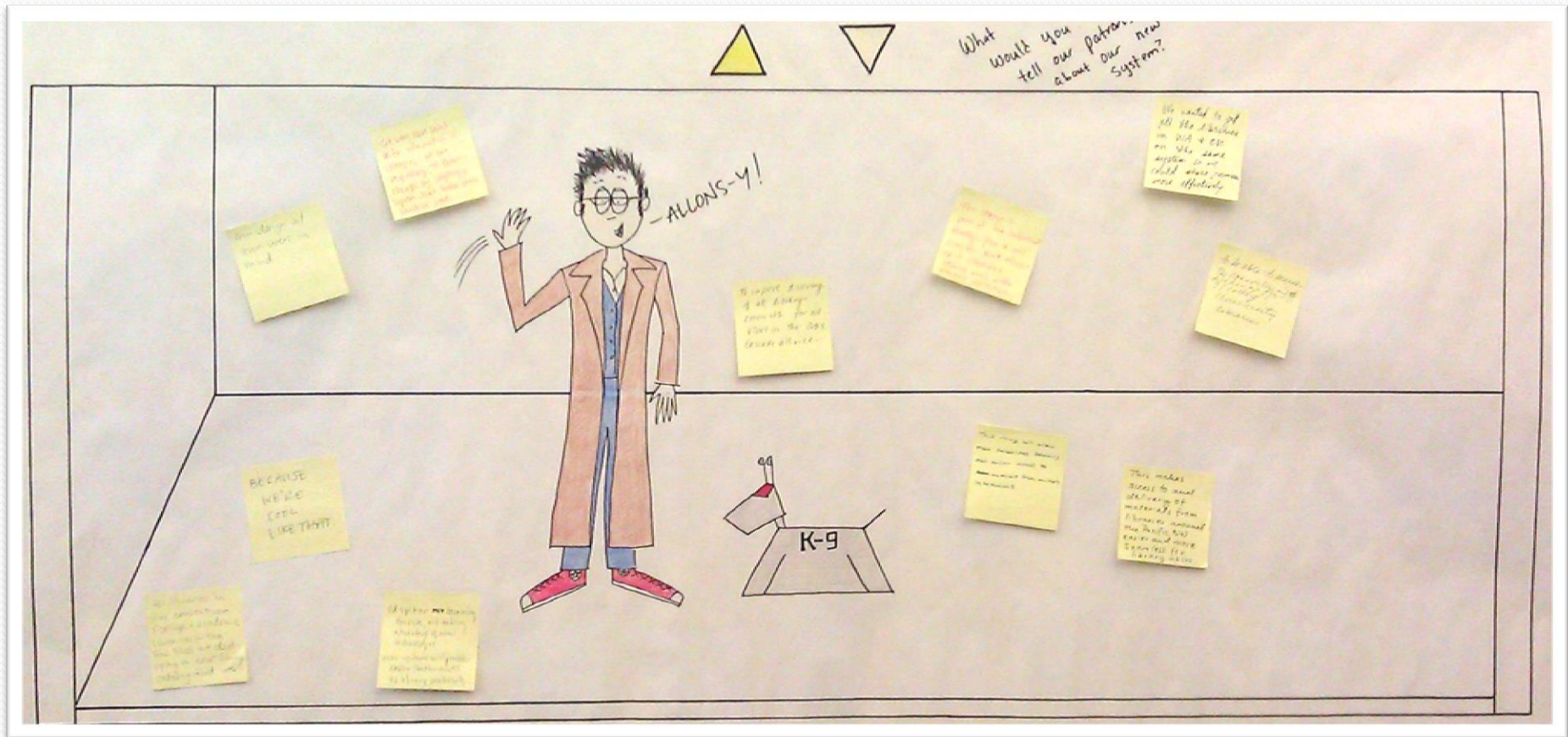
- 1) Staff morale
- 2) Readiness to answer patron questions

Tardis Speech Activity



Activity: think of a big change in your institution. If a frustrated patron asks you “why did you make this change?” what would you say?

Q: What would you tell our patrons about our new system?



Tardis Speech Quotes



- “**Improved access to collections** of the other 36 colleges and universities in the alliance”
- “We're working better together to provide **better service to our users**”
- “As resources get more complicated and expensive, cooperation becomes more important. This new system optimizes our ability to **share resources and expenses** with the institutions of higher education in Washington, Oregon, and Idaho”
- “The **way users search for information is changing**, we are responding to these changes by adopting a system that better meets searchers' needs”
- “**Because we're cool like that**”

Scenarios (session 1 pt.2)

- **Group work** → space to collaborate on strategies and connect
- **Previous assessment** → importance of problem-based scenarios
- **Scenario Outcomes** → Intended to address known issues *and* emotional responses

Scenarios

- **Based on issues we anticipated seeing in Alma and Primo:**
 - Questions about policy changes that were driven by different system functionality

“A student returns a Reserve item a few hours late and is stunned to discover he has accrued a \$5.00 fine. He wants to know why UW Libraries is intent on sending him to the poor house!”
 - Difficulty finding things in the new Discovery system
 - Problems with holds during migration
 - Patron account issues

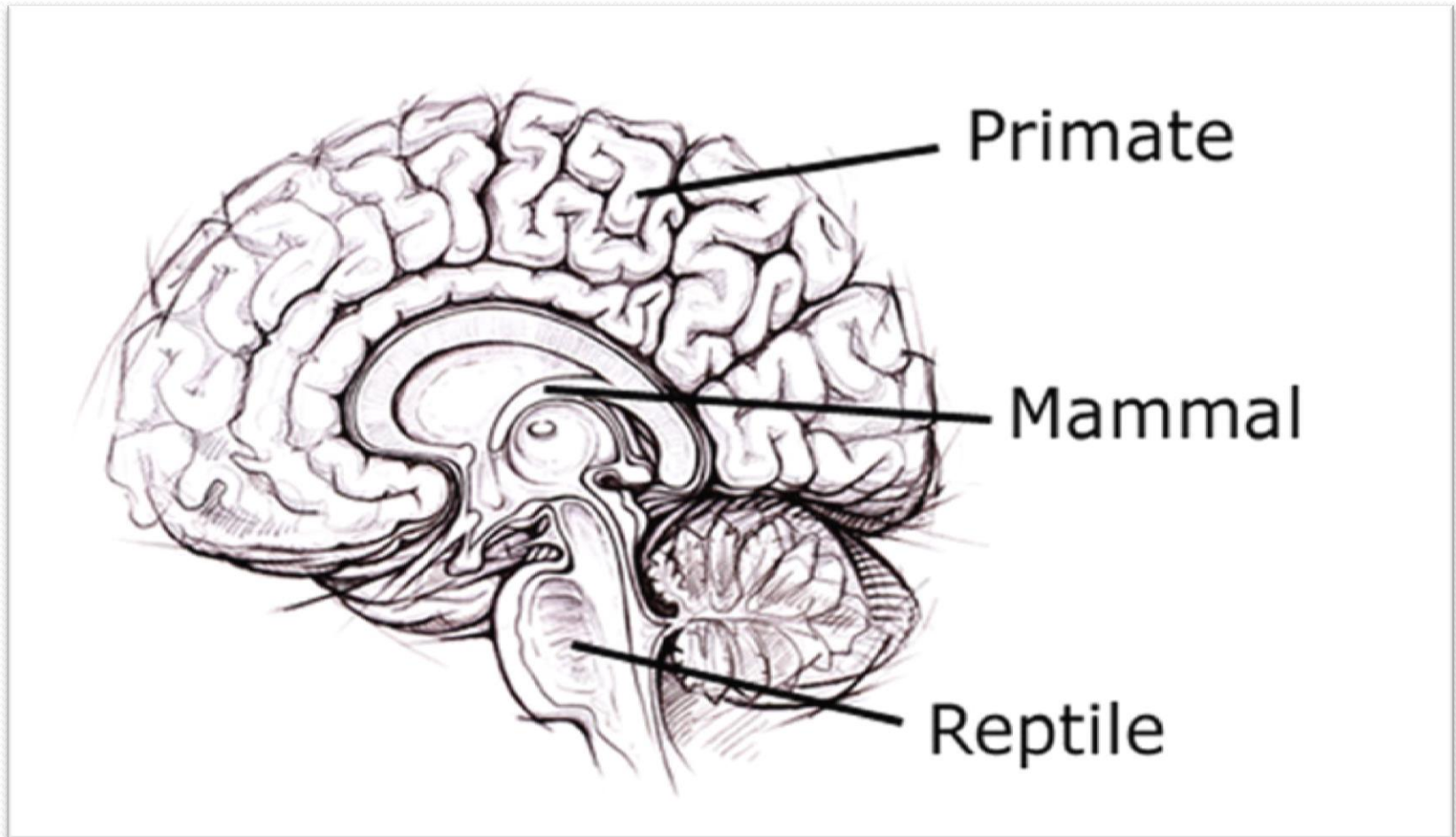
The Impact of Change on Public Service – (Session 1 pt. 3)

- Being our better public service selves
- Why we aren't always our better public service selves
- Being our better public service selves better

Quick review

1. Greet them with a smile
2. Listen actively to their question or concern
3. Acknowledge their feelings/perspective/point of view
4. Identify/clarify the problem
5. Take ownership and let them know what you're going to do to resolve it

How did it come to this?



You've been hi-jacked

- Adrenaline is released into the bloodstream; heart rate and blood pressure increase; large muscles prepare for action.
- Thinking power and problem solving are disrupted.

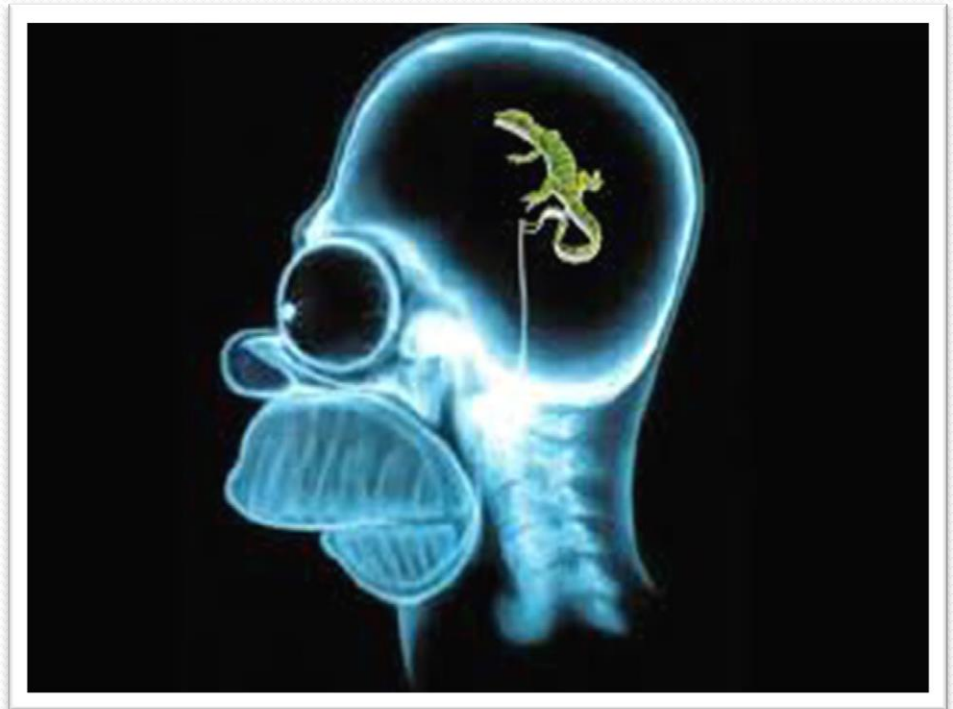


Image: <http://askdanops.files.wordpress.com/2013/02/lizard-brain.jpg>

Embrace your inner chimp

- 1. Rational/logical
- 2. Planning/organizing
- 3. Regulates emotional behavior



Image: <http://psychoanalyticpost.com/brains-on-trial-on-pbs/general-news/tamar-schwartz>

Just say “no” to lizard brain

1. Stop and take a deep breath and count slowly to 5.
2. Label your feelings to help reduce their intensity and return some of the control back to the chimp.
3. Find opportunities for empathy and compassion.
4. Try not to take it personally.



Ongoing practices

- Work to increase your emotional awareness.
- Understand that the lives of our patrons are complex, as are our own.
- Try to incorporate a little Zen into your public service.

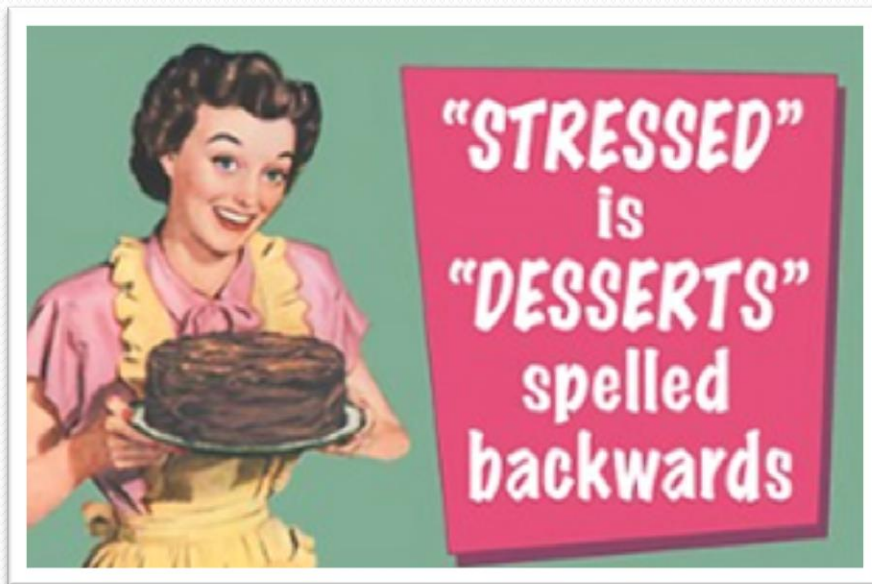


Address the Stress! (Session 1 pt. 4)

- Transitions are stressful for our users, and also for us
- Empathize with library staff in other units
- Recognize transition as a significant loss of:
 - Competence
 - Expertise
 - Reputation
 - Professional relationships



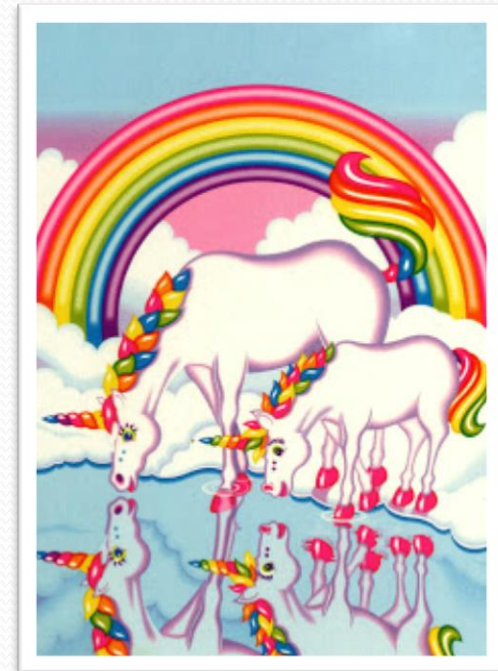
Cortisol – Stress hormone



- Negative health impacts:
 - Lowered immunity and inflammatory responses
 - Blood sugar imbalances
 - Higher blood pressure
 - Increased abdominal fat (associated with several health problems)

Take us back to our happy place!

- Activity asked staff to anonymously share their personal strategies for handling stress.
- Answers were shared out loud
- Provided an opportunity to encourage healthy coping behaviors, individually and among colleagues.
- Common strategies included:
 - Exercise
 - Nature
 - Pets
 - Humor
 - Prayer/meditation
 - Music
 - Happy thoughts and memories



Q: What strategies help you handle stress?

- “Taking a quick break and **going for a walk** to clear the brain”
- “I go and **talk to a colleague** who I know will listen to my stress and then help me laugh at myself and strategize about solutions.”
- “**Envision Nature** - even looking out the window briefly”
- “Think of **something funny**”
- “**Dance that sh*t out!**”



walking

memories

martinis
art cooking
music

reading

movies cats

friends
pray

laughter

silliness

meditation

pets singing

family

nature

tv stretching dancing
Sunshine beauty exercise

travel gratitude

Surprisingly, this was not their first choice for stress relief!



Mindfulness



Strive to focus on the present

Mindfulness Meditation

- Brief explanation of mindfulness meditation and its benefits during our first public services session
- Invitation to attend optional, *secular* meditation sessions
- Part of our campus' participation in UW Libraries "Develop U" activities (which also included other healthy options such as yoga classes, walking groups, and a wetland tour)

Mindfulness Meditation

- Researchers defined mindfulness as:
 - "the nonjudgmental awareness of experiences in the present moment"
- They identified four acting components of mindfulness meditation:
 - regulation of attention
 - body awareness
 - self-awareness
 - regulation of emotion

Mindfulness Meditation - Benefits

- Lowers the stress hormone, Cortisol
- Helps even when not actively practicing it (benefits your brain's emotional processing).
- Changes the brain in a protective way.
- Can lower your health care costs.
- Helps you to be a more compassionate person.
- Helps you sleep better.

Zen and the Art of Feedback

It felt so good to take that time & space during the workday to reflect on my focus and concentration.

I was so relaxed and present for the rest of that day and your thoughts about inevitable cycles of emotions has stuck with me.

A truly relaxing experience!



Innovation is never easy...

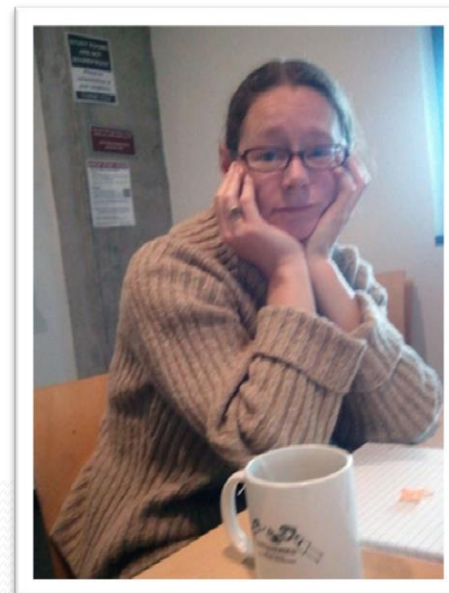
Six phases of a big project

From Wikipedia, the free encyclopedia

The **six phases of a big project** is a [cynical](#) take on the outcome of large [projects](#), with an unspoken assumption about their seemingly inherent tendency towards chaos. The list is reprinted in slightly different variations in any number of [project management](#) books^[1] as a cautionary tale.

One such example gives the phases as:^[2]

1. [Enthusiasm](#),
2. [Disillusionment](#),
3. [Panic](#) and [hysteria](#),
4. Search for the [guilty](#),
5. Punishment of the [innocent](#), and
6. [Praise](#) and [honor](#) for the nonparticipants.



Phases, or faces?



Image: <http://insignificantknowledge.blogspot.com/2011/04/three-faces-of-alma-of-fear.html>

Session 2

- Emotional Response Then & Now (individual/notecards)
- Updating the Tardis Speech (small group discussion with flipcharts)
- Sharing successful Alma/Primo stories (all group discussion)
- No Dumb Questions! (individual/notecards with training follow-up)

Group Comments from Session 2

- **Keep it honest but not negative**; maintain confidence in the Libraries
- Provide examples of what's new and exciting about Primo to **signal the direction we're moving in**
- The UW Libraries is **prepared to help our patrons** thru this transition (ASK US!)
- It's okay to let users [know] **we're still learning** the system(s) too. (But we'd like to help folks as efficiently as possible)

Assessment

- Four Survey Questions:
 - What was your most important takeaway?
 - What could have been improved in the session?
 - Are there other public service issues you would like to see addressed as we continue transitioning to Alma/Primo?
 - As we go through this transition, has this session impacted your health and/or wellness in the workplace?

Assessment

I like my co-workers

A feeling of unity
among staff

A patron's
frustration is
not about me

...compassion,
mindfulness, and
the awareness that
it's not actually
about you

DON'T TAKE IT PERSONALLY

CONNECTION

It helped me feel well-
prepared to deal with
any problems any
problems that arose
in a calm and helpful
manner

...it was all of our
responsibility to manage our
own stress and the stress of
those around us...
physiological processes that
accompany stress, and that
attending to those responses
could help manage stress

Our health is
important and
it's okay to take
time to take
walks, talk to
colleagues...

TAKING CARE

What's next?

- Make time in **future staff meetings** to continue the conversation, touch base with staff, give people opportunities to ask questions
- Reinforce **importance of sharing information** between individual staff and across units
- Additional **training sessions** as procedures evolve
- Encourage staff to use available **internal and external resources**, as appropriate

Using Existing Resources

- Experts in the HR Department
- Employee Assistance Programs
- Organizational Development Classes
- Support Groups on Campus
- EAP Tip Sheets
- Supportive colleagues!

Dealing with Change

"Change is the law of life. And those who look only to the past or present are certain to miss the future." — John F. Kennedy

Change comes in many different forms: a new baby, changing careers, the loss of a loved one, moving to a new city, just to name a few. At times, change can be exciting and invigorating—other times it can be depressing or uncertain. Consider the following when navigating life's ups and downs:

Be flexible: Life doesn't always follow the plan you have laid out for yourself. However, opportunities often present themselves in unexpected ways—learn to


equipped to handle life's challenges. Studies have shown that exercising regularly promotes psychological well-being and reduces feelings of stress, depression and anxiety.

Look at the big picture: Sometimes certain aspects of your life may operate outside of your control. During these times, it is especially important to remember what is still within your control. For example, perhaps your spouse has recently been laid-off and you are concerned

APS HEALTHCARE
Healthy Together

Washington State Department of
Enterprise Services
Personnel Services

Employee Assistance Program (EAP) April 2013 Tip Sheet



Top 10 Tips to Fight Stress

Stress can escalate until your neck is sore, your heart is racing, and you feel overwhelmed. On an average day, more than half of the workforce leaves work with neck pain, tired eyes, or sore hands. Many take the stress home, vent with family or friends, and then have trouble sleeping. Stop the stress cycle with these ten quick, easy tips.

- 1. Deep Breaths.** Slow racing thoughts and relax knotted muscles by breathing deeply and slowly, at least ten times. Put one hand on your stomach. Make sure it rises with each breath. Avoid fast, shallow chest breaths that increase tension. Breathe in through your nose and exhale through your mouth.
- 2. Visualization.** Picture your favorite place to relax. Beach? Woods? Hiking trail? Keep a picture in your office or on your refrigerator. Pause to feel, hear, and smell your special place. Be there, and the next time you visit your place of contentment, anchor more vivid images to access when your stress cycle begins to
- 6. Set Boundaries and Detach.** Make taking care of yourself your first emotional priority. You can't make people you don't like vanish, but you can make them a smaller part of your emotional life by responding differently to their emotionality, behavior, and crises. This means knowing what your hot buttons are and practicing different responses, getting better each time you try.
- 7. Laugh at Yourself.** It's impossible to smile and stay stressed. If you smile when you're talking with a coworker or smile when you answer the phone, your stress will unwind. CDs are available with contagious laugh tracks. Keep a list of funny situations written

Q & A / Discussion



Image: <http://lynntelfordsahl.com/blog/2011/10/31/the-lizard-brain-on-money-why-more-is-never-enough.html>

Suggested reading:

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<http://libguides.uwb.edu/librarians>
(presentation materials under “Training” tab)