Good Managing For Good People: Using the RISWS Managing Process in Libraries

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Recording/Intepreting/Solving Workflow Solutions

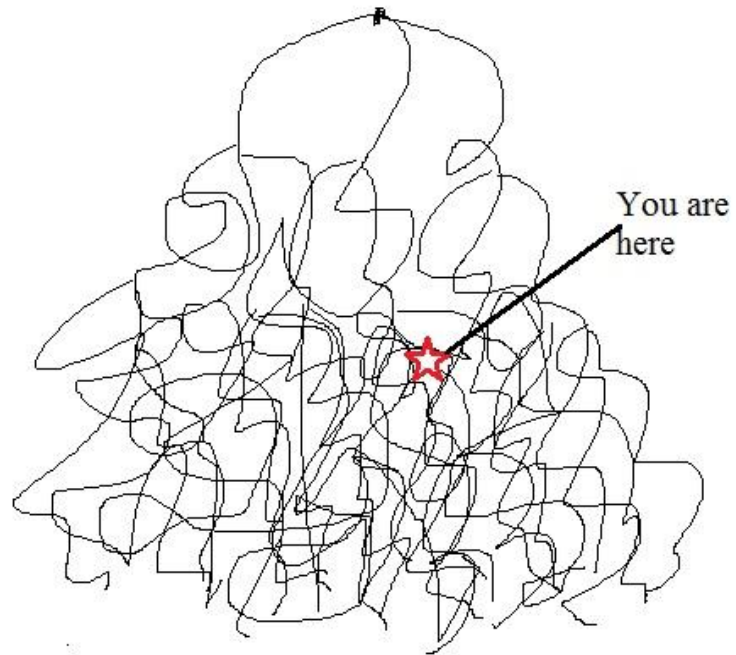**Weekly reporting from your direct reports to you**

Top 3 challenges to doing their best work

Top 3 accomplishments

You solve the problems

Written record of issues and wins

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A typical library info flow diagram

Information has power and energy

Proper organization and flow of information allows value and collaboration

The whole point of libraries and library science is organization and flow of information

Libraries especially vulnerable to hoarding and side deals

Workflow problems + emotional drain

Lack of trust on all sides

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RISWS is boring, predictable, and systematic

Every week, without fail

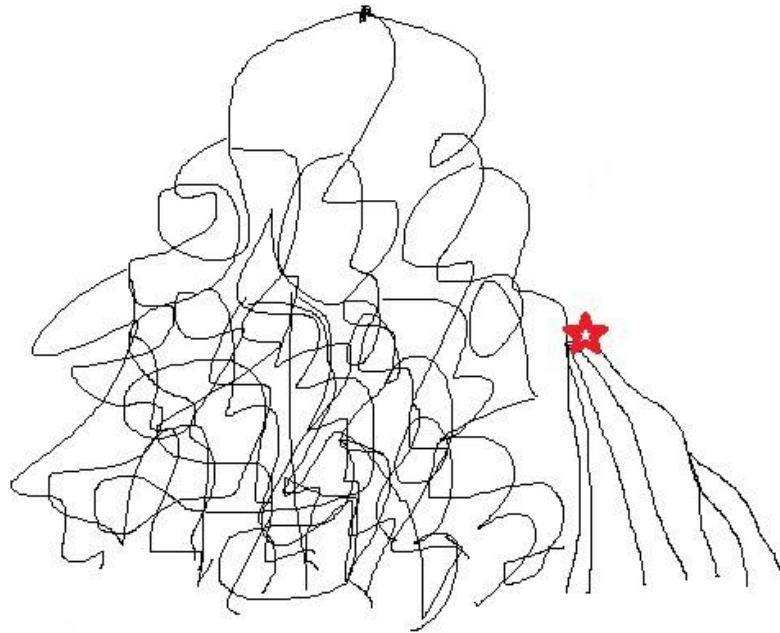**Democratizes both challenges and successes**

Exposes blocks and diversions

Allows you to sketch out the total picture

Chip away at the problems, knowing how big the elephant is

Not a magic bullet because you still can't control other people

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The first and primary goal of using RISWS is to turn everything into known knowns or known unknowns.

Baseline assumptions

People want to do their jobs well

We're culturally conditioned to hide problems

Managers should protect and facilitate their team members

You can handle the truth

Trust should be reinforced, not tested

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How to do RISWS

Every Friday at noon

Top 3 challenges to getting your job done

Top 3 achievements of the week

Sent to you any way you prefer (email, Sharepoint, collaboration tool)

Should take 5 minutes per employee

Thank them for sending it in

Start studying and assessing responses

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Over to you

Thank them for sending it in

Start studying and assessing responses

Address emergencies

Fist bump accomplishments

Pick off low-hanging fruit

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What's the point?

How else are you going to know what's stopping people from doing their jobs?

Build trust

Paper trail for internal and external use

Set better goals and metrics

Accurate, scaled performance evals

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What do you do with the info?

Find misunderstandings and clarify them

Unblock blocks

Assign responsibility

Fix it

Empower people

Alleviate tensions

Mid-term effects

Lower baseline stress level

Easier to put out actual fires

Eliminate waste

Increased institutional knowledge and teamwork

Increased engagement and productivity

Feedback loop and leadership development

Advocate for your team

Time to do the strategy there's no time for

Shake out dead wood

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What you need

Agency to manage and require reporting

Good faith

Authority to protect your team

Hiring/firing responsibility

Desire to learn

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Start tomorrow

Send your people an email asking them to help you know how to manage them better and leave paper trails of info blocks

Figure out where to post reports so everyone can see them

On Friday at noon, ask everyone to submit report

Thank everyone

Steel yourself and dive in

Rinse, repeat

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