Engaging Employees in the Library

Julie Evener
Director of Library Services
University of St. Augustine for Health Sciences
jevener@usa.edu
What does engagement look like?

Employees...

- Are excited about their work (positive attitude)
- Find meaning in their work
- Put their whole selves into their work
- Consider their work to be more than a paycheck
- Do more than the minimum required

Employee engagement in the U.S.

According to Gallup's State of the American Workplace Report 2013
What about libraries?
Why is employee engagement important?
• Less turnover
• Better customer service
• More innovation

According to Devi (2009); Harter, Schmidt, & Hayes (2002); Fleming, Coffman, & Harter (2005)
Research-based tactics for engagement

- Flexible working policies
- Autonomy of time
- Autonomy of task
- Flow
Flexible working policies
Autonomy of time and task
Dan Pink – The Puzzle of Motivation

Ted Talk – 2009 -
http://www.ted.com/talks/dan_pink_on_motivation
The Candle Problem
Solution
Carrots and sticks
Autonomy

- "Acting with choice"
- Requires a shift in thinking for managers
- Resist the temptation to control
- Trust your employees
Autonomy of time - ROWE
But we can’t do that...

...can we?
How can you be open to autonomy of time in your library?
Autonomy of task
Surely we can do that...
How can you apply autonomy of task in your library?
Flow
Conditions for flow

- Clear goals
- Immediate feedback
- Balance between challenges and skills (i.e., the task is not too easy or too difficult)
- Focused concentration on the task at hand
- Minimal distraction
- No worry of failure
- Lack of self-consciousness
- Sense of time disappears
We can do this, too
How can you create conditions for flow in your library?
What tactics have you used to increase employee engagement?
References

References

Questions?