

Three Different Tales From Aarhus Co-creation of Innovation Strategies

The Movement
From the Main library Towards
Multimedia House

The Challenge

“ – only the paranoid survive”

Andy Grove – Intel 1995

The Worst Scenario?

Expect the worst

- Nobody needs the library
- Google serves the digital library users
- The physical library change into a museum showing the industrial decade's way of handling information
- Library managers will be strategic attendants at the museums
- Librarians become zombies

Obstacles?

The Managers

- often miss to develop/innovate
- are in a position of rest
- unwilling to set new agendas and new goals
- afraid of change

Focus on Innovation

The most common barriers are the lack of:

- Risk culture
- Competencies
- Rigidity in the organization
- Finance
- Customers not involved
- Management priority
- Professional know how
- Priority of time for development

Innovation Winner Strategies

- Management priority
- Systematize the work
- Frame structure and culture

Innovation?

“..to get ideas is to be creative, to transform ideas into results is to be innovative. To do it in an organized and user-oriented manner is the essential parameter of competition in the 21st century...”

- Steve Jobs, Apple inc.

Innovative Practice

- Focus on establishing 'to make errors is to learn' culture
- Priority of the innovation process
 - Create new ideas – ideas do not fall down from the sky but come through hard work and screening
 - Involve the users (customers) in the processes
 - Connect all processes to iterative discussions and learning processes

The Story of the Main Library

Two tracks:

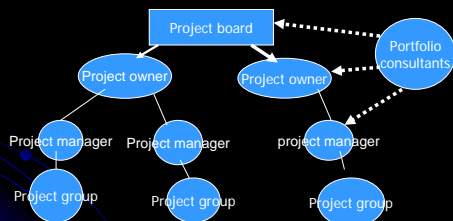
- Learning society – the library challenge?
- The physical library – how to support the user's needs and expectations?
 - Interactivity of area, media, communication possibilities and human skills

- An open organization focusing on the development of
 - The tracks
 - Cooperation with competencies outside the library
 - Involving the users in the process
 - Support from internal consultants to push the development forward and implement the project work methods and learning activities
 - 10-15 % of the budget dedicated for development

Project Portfolio

- The total of projects
- Overview and sharing knowledge
- Help and support for planning
 - management group
 - different project managers
 - project groups
- Documentation
- Supporting learning processes
- File experiences related to the new building
- 2 fulltime staff

Organization



Citizen's & Public Library Services Second prize in the national contest of being the most innovative public service organization April 2007



Lessons Learned Organisational Elevation

Create organisational ground structure

- Acting adoptively
- Constant morphing
- Without the need to be formally reframed

Actual focus

- Minimize the time span from idea to market introduction – the internal culture of the organisation
- Expand “Beta-culture”
- Systematize networks – involving them as partners in the Multimedia House
- User anchored design
- Value chain thinking
