

From Access to Outcomes

# The Futures of Public Libraries



**Presented to:**



**Presented by:**

**Garry Golden**



@garrygolden

[garrygolden.com/December7](http://garrygolden.com/December7)

**Start**

**End**



***Warm up***  
***Foresight 101***



**Future of Learning (Experience Graph)**  
**Future of Place**



***Next Steps***



# More or Less Change Ahead?

**Last  
ten years**



**Next  
ten years**



Things that **will not go away**: Human Creativity; Face-to-Face;  
*Things* (e.g. Books); Place-based Live; Unplugging





**In the News**

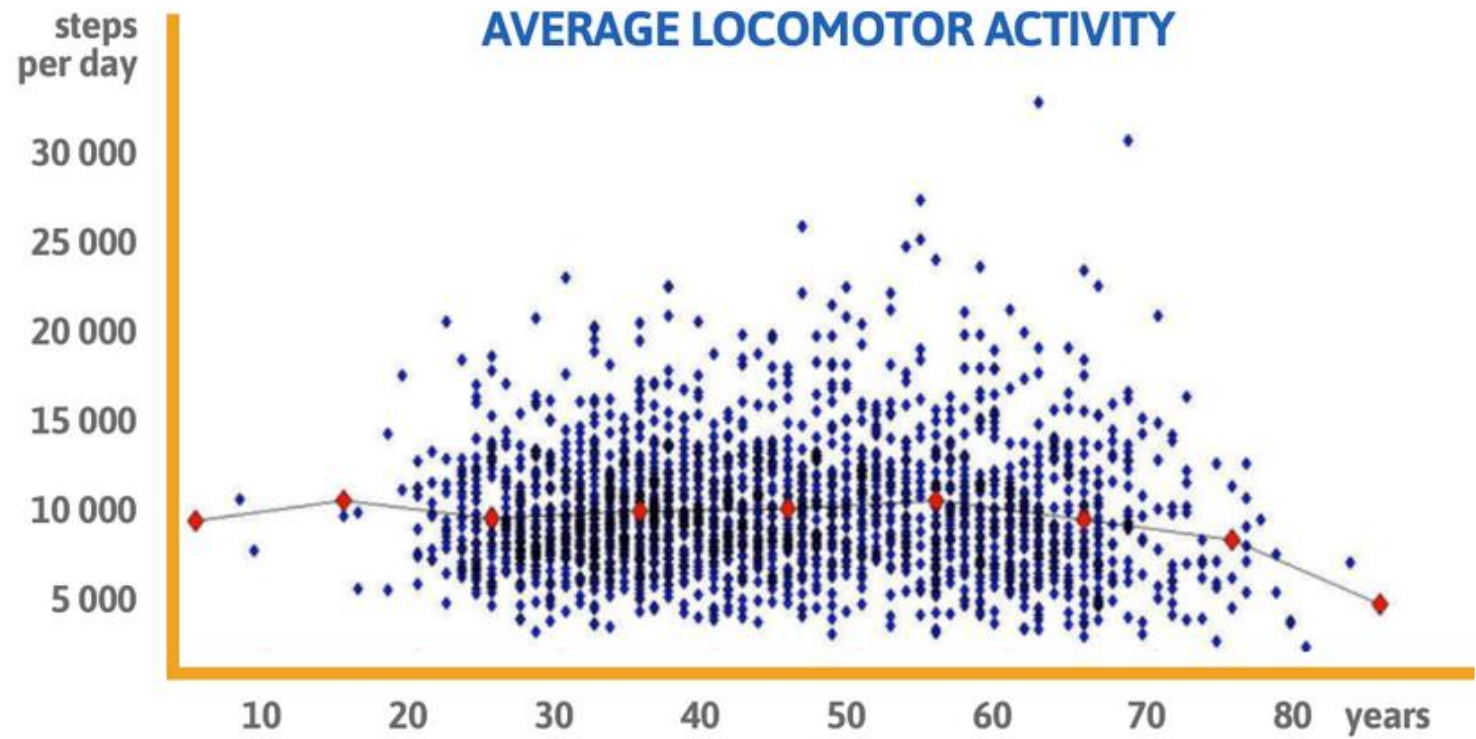
In 2018, all senior residents in the Japanese city of Nara will be required to have wearable devices that connect to the city's secured data feed used by families and local health & service agencies.



**True**

**False**

# Assumption: Radical Solutions Ahead for *Aging Populations*



**Wearables + Early Warning Signals = Interventions**

**Context of the *Creepy Line***

**Google**

**Inevitability of Dealing with the *Creepy vs Compelling Line***

**Library**



**Outputs Mission:**  
**Access to Collections**



**Outcomes Mission:**  
**Behavior Change & Mastery of Skills**



**Michael Peter Edson** @mpedson · 13m

"I believe that libraries have a mandate to intervene in their communities."

@morville, paraphrasing @lrairie. #cildc





A DIVISION OF THE AMERICAN LIBRARY ASSOCIATION

project | **OUTCOME**  
MEASURING THE TRUE IMPACT  
OF PUBLIC LIBRARIES

---

**Project Outcome** : Year in Review

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# 2016 Report

Through **Project Outcome**, we are learning more than ever about the benefits that library users see in their own lives. Of over **17,000 surveys**, we heard:



**90%**

of survey respondents who participated in a library program or service say they **learned** something new



**90%**

of survey respondents who participated in a library program or service say they feel more **confident** using what they learned



**89%**

of survey respondents who participated in a library program or service say they intend to make **a change** because of what they learned



**87%**

of survey respondents who participated in a library program or service say they are more **aware** of library services

## Why does this matter?

Because the impact of public libraries extends beyond the individuals who use them – it strengthens and empowers the community around them. How a parent reads to a child has lasting effects on that child’s literacy. Knowing how to use computers and the Internet is essential for people who need better jobs or further education to support their families. Communities with better social connectedness and civic engagement have been associated with less unemployment.

# What We Have Learned Together

Data collected from the first year of Project Outcome tell us unequivocally that library programs and services improve the lives of library users. People come to the library not just for books, but for programs that will help them learn a new skill or make a specific change in their lives. In total, nearly 80% of library users surveyed report that library programs and services have had some kind of positive impact on their lives in the last year.

**Project Outcome's first year of survey data resulted in:**



**75%** of Civic/Community Engagement survey respondents intend to become more engaged in their community life

- > Surveys conducted: 26
- > Total survey responses: 664
- > Most Common Program Types:  
Journalist Lectures; Heritage or Cultural Programming

# Outcome Measurement Made Easy

Resources and Tools to Create Surveys and Analyze Outcome Data at Your Library

[SIGN UP](#)



108,611

Responses collected through our surveys

903

Libraries that have created surveys

## Updates

### > Webinar: Integrating Project Outcome into Strategic Planning & Measuring Priority Areas

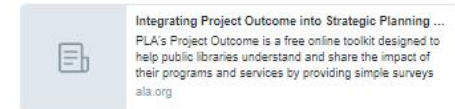
December 7, 1-2 PM Central

The Public Library Association's (PLA) Project Outcome is a free online toolkit designed to help public libraries understand and share the impact of their programs and services by providing simple surveys and an easy-to-use process for measuring and analyzing outcomes. The panelists on this webinar have prioritized outcome measurement in their libraries and integrated Project Outcome into their strategic planning. Participants in this webinar will learn how other libraries are aligning their outcome measurement with strategic priorities, measuring their success in priority program areas, and the changes libraries are able to make using outcome data to improve programming and better meet community needs. Participants will have the opportunity to ask questions and share their own experiences.  
[Register](#)

## Live News

Project Outcome @ProjectOutcome

Registration is still open for tomorrow's panel webinar, Integrating Project Outcome into Strategic Planning & Measuring Priority Areas! [ala.org/pla/education/...](http://ala.org/pla/education/)



50m

Project Outcome @ProjectOutcome

Does your library have exciting, innovative ways to train your patrons about information technology? Apply today to win \$1500 from ALA/Information Today, Inc! All types of libraries are welcome to apply! [ala.org/awardsgrants/a...](http://ala.org/awardsgrants/a...)

3h

# MAP Community

Helping NHS library staff to demonstrate impact and share ideas

[Home](#)   [Contribute](#)   [How to use MAP](#)   [Drivers for Change](#)   [Hot topics](#)   [Ideas Capture](#)   [MAP Stories](#)

[Knowledge for Healthcare](#)   [Library Documents and Best Practice](#)   [Admin](#)

## MAP Toolkit: Tell the Story

<b>Title of project</b>	<b>Guidance notes:</b> <i>What is the name of the project?</i>
<b>Project team</b>	<b>Guidance notes:</b> <i>State the name(s) of those people involved with project, both external and internal to the library and their roles in the project</i>
<b>Resources required</b>	<b>Guidance notes:</b> <i>List all resources needed for project to be delivered, cost, people, time, technology, expertise/skills mix.</i>
<b>Timeframe</b>	<b>Guidance notes:</b> <i>What is the timeframe for the project? How long is going to take? Is there a date that it needs to be completed by?</i>
<b>"The story"</b>	<b>Guidance notes:</b> <i>Provide a short description of the service provided using no more than 350 words. It is worth thinking about including some or all of the following:</i> <ul style="list-style-type: none"><li>• <i>Outline the process/structure of the service</i></li><li>• <i>Which library staff delivers the service?</i></li><li>• <i>How much staff time was/is involved?</i></li></ul>

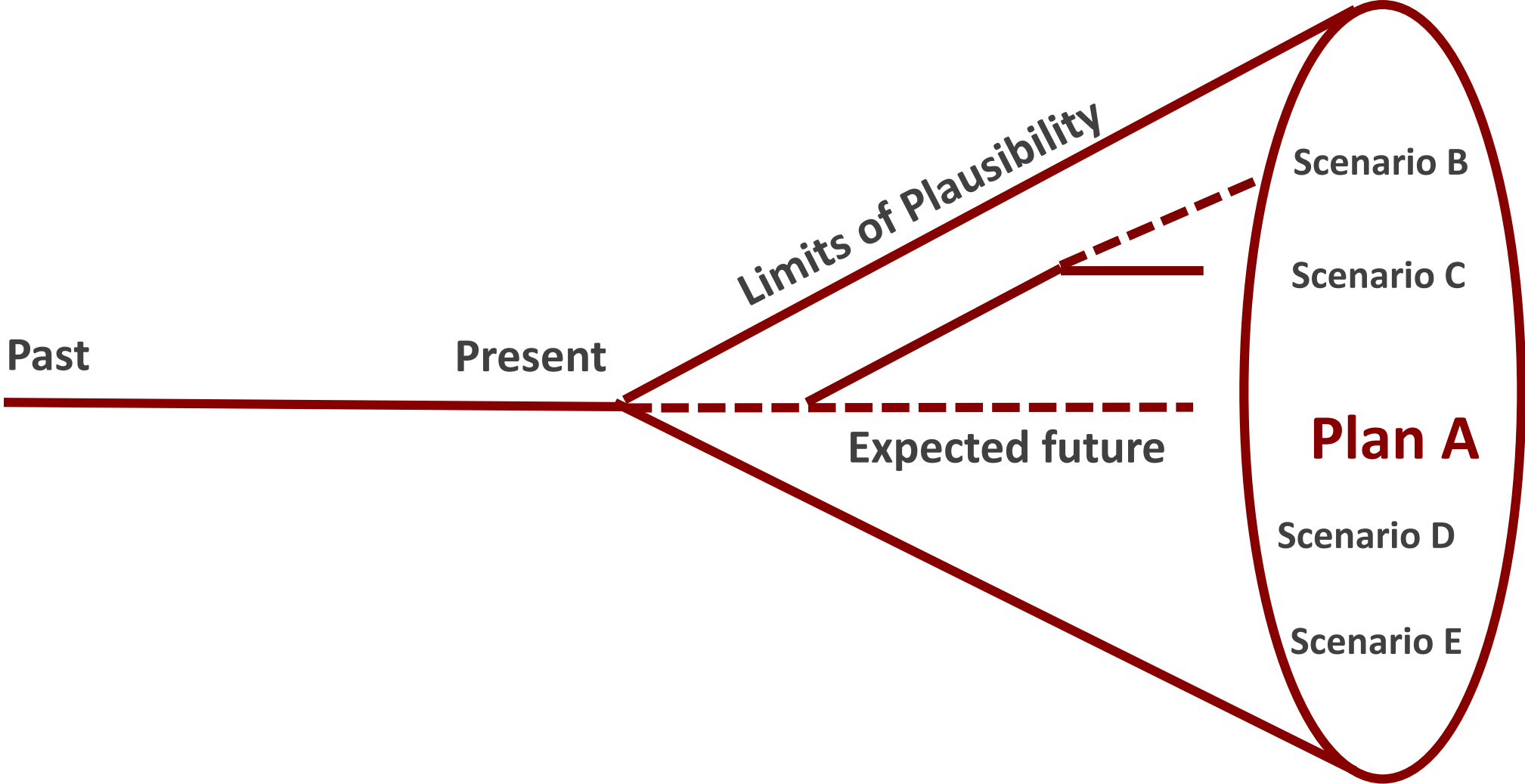
Tapping My Inner Futurist?





# Foresight 101: Cone of Plausibility

Multiple Outcomes, Multiple Time Horizons



Images Removed

**Every day I make an effort to move toward  
what I do not understand.**

**- Cellist, Yo-Yo Ma**

# Four Futures Thinking

?

**Continued  
Growth**



**Disciplined  
- Constrained**



**Transformed**



**Decline  
- Collapse**

# Could we write the Four Futures of our Library?



**Continued  
Growth**

**Disciplined  
- Constrained**

**Transformed**

**Decline  
- Collapse**

\* Jim Dator, University of Hawaii

## The Conversation Continues

- Roles of the Library
- Clarifying Values  
(e.g. *privacy, community*)
- Communicating Value  
(Outputs to Outcomes)
- Empowering Library Staff
- Rebranding the Library  
*...as Community Hubs... as Kitchen*



Miguel Figueroa

Director, Center for the Future of Libraries





*End*



*Foresight 101*



**Future of Learning**  
**Future of Place**



*Next Steps*



## Social Norms for the Anonymous-Access Web

1993



*“On the Internet, nobody knows you’re a dog.”*

“On Facebook, 273 people know I’m a dog.  
The rest can only see my limited profile.”

## Social Norms & the Social Web

2008





Everyone knows I'm working on some personal growth issues

**Assumption:**  
The web is becoming a platform for managing outcomes & personal behavior change.

BARRON'S  
**DOG TRAINING BIBLE**

Andres Arden

- How to train - including step-by-step and creating an effective schedule
- Problem-solving - handling growling, barking, and more
- Dog Training 101 - including the history of dogs, the brain, and more
- Behavior Problems - including excessive barking, aggression, and more

BARRON'S

# Outcomes-based Value Creation Depends on...



# There is no shortage of emerging issues to address...



Johanna Blakley @Mojojohanna · 1h

"Why don't we give data like we give blood?" - Alan Freeman #neaarts #NEACVP  
#artsdata

## Can we all agree...?

*Data isn't truth, but language. It can help us decide or express the truth, but data never is the truth.*

*- Deanna Day*



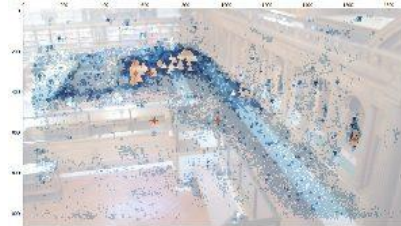
LinkedIn

Yammer

**Social  
Data**



**Health  
Data**



MEASURE  
the  
FUTURE

**Device  
+ Place Data**

EXPERIENCE  
API

“I did this...”

**Learning & Life  
Experience Data**

# Evolution of Data across Learning Management Systems (LMS)



EXPERIENCE  
API



**Activity Streams**  
<Actor, Verb, Object>  
**“I did this”**

# Why xAPI? Understand the Link Between Training & Outcomes



Course  
*Outputs*



**"I did this..."**  
Statements



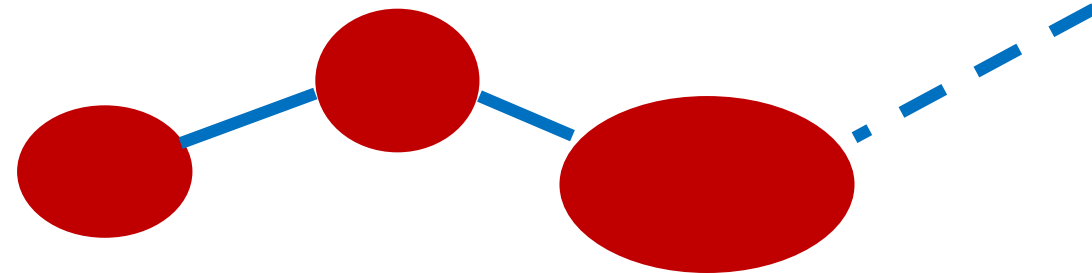
Real World  
*Outcomes*

**Assumption: Experience Data Appears Inside School, Workplace & Beyond**



<Actor, Verb, Object>  
“I did this”

- Thomas liked a Lucille Clifton poem he heard on iTunes
- Brentwood library invited Thomas to a Creative Aging poetry event
- Thomas enrolled in a creative writing class at Community College
- Thomas read Alice Walker for his creative writing course
- Brentwood library recommended an obscure Rita Dove poem
- Thomas performed his poetry at a local café event
- Brentwood library invited Thomas to a program on self-publishing
- Thomas self-published his first collection of poems
- Brentwood library added his book to their collection



Assumption to Explore

**By 2022, Experience Data Will Become  
Our Most Valuable Digital Asset**

**If we capture experience data...**



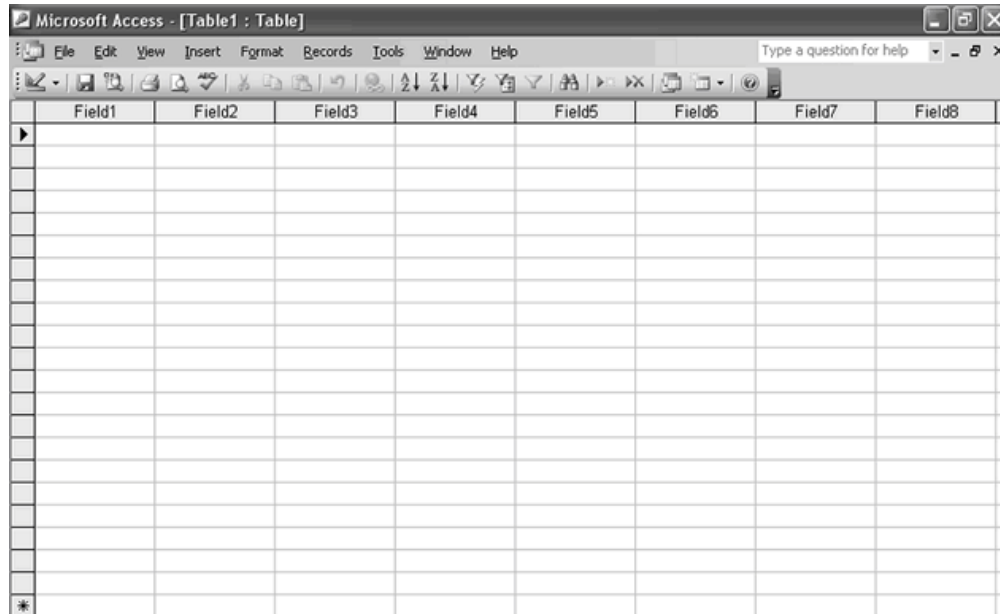
**"I did this..."**  
Statements

**How do we approach regulations?**

**How do we avoid the creepy line?**

**How do we make sense of it?**

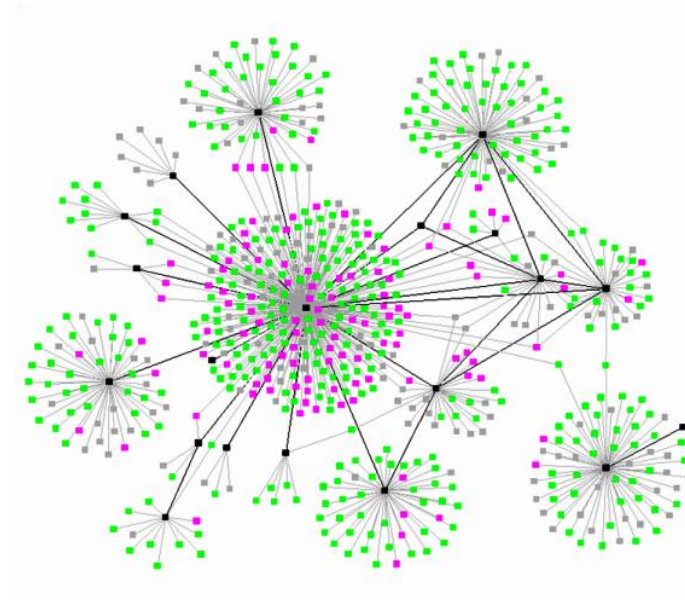
# Building a Connected Data Foundation for Library-based Experiences



A screenshot of a Microsoft Access table window. The window title is "Microsoft Access - [Table1 : Table]". The menu bar includes File, Edit, View, Insert, Format, Records, Tools, Window, and Help. The toolbar contains various icons for data manipulation. The table has 8 columns labeled Field1 through Field8 and 15 rows. The first row is highlighted.

	Field1	Field2	Field3	Field4	Field5	Field6	Field7	Field8

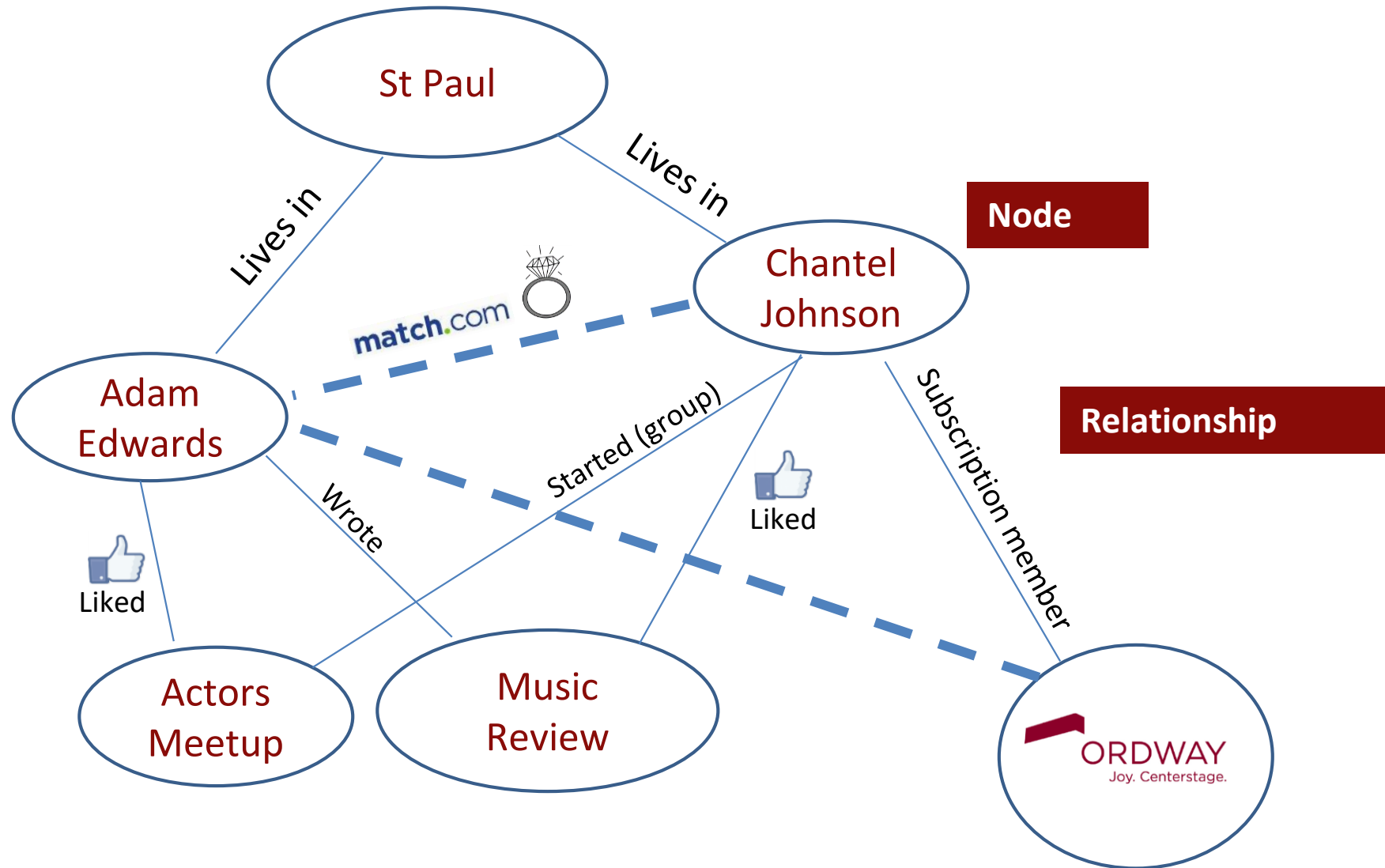
Tables = Past



*Graph Thinking = Future*



# Graph Database = Understanding Relationships + Connections

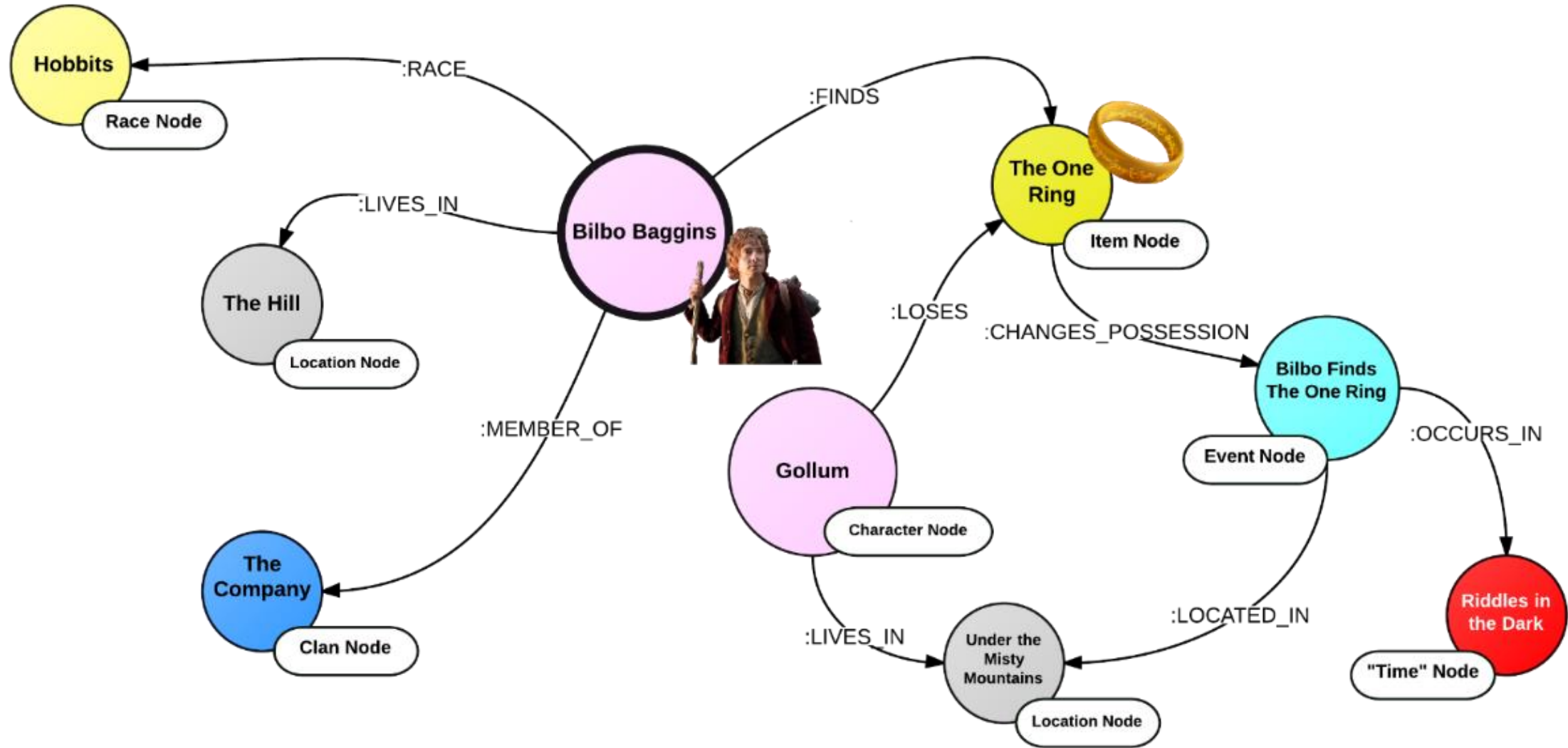


# Noah is *Connecting Things on his Experience Graph*

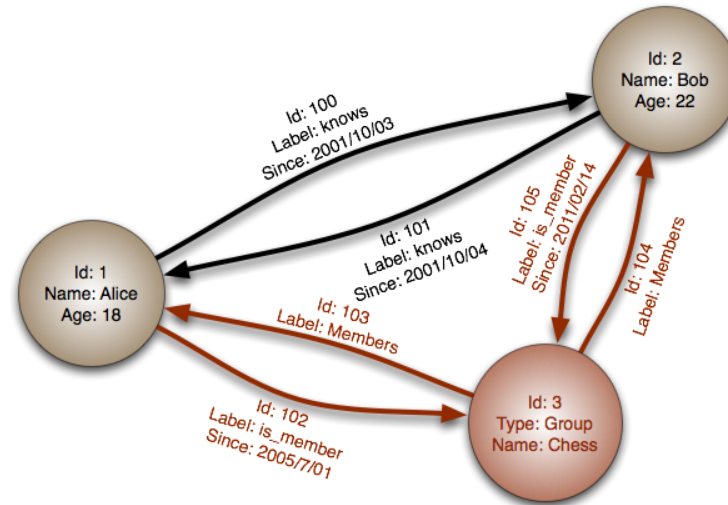


Who might have permission to see connections of experiences?  
Learner, Teachers, Parents, Libraries, Museums, Park Staff...

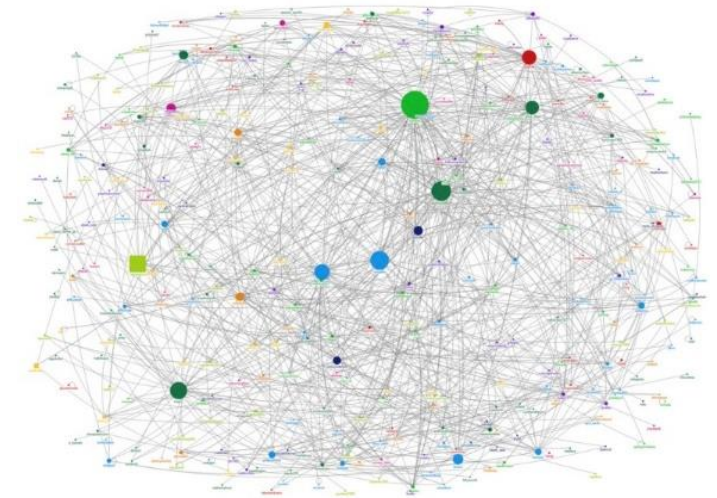
# Graph Thinking to Understand Pathways, Journeys & Outcomes



# A Possible Future for Libraries to Explore



Value of our  
Social Graph



Era of  
Experience Graph?

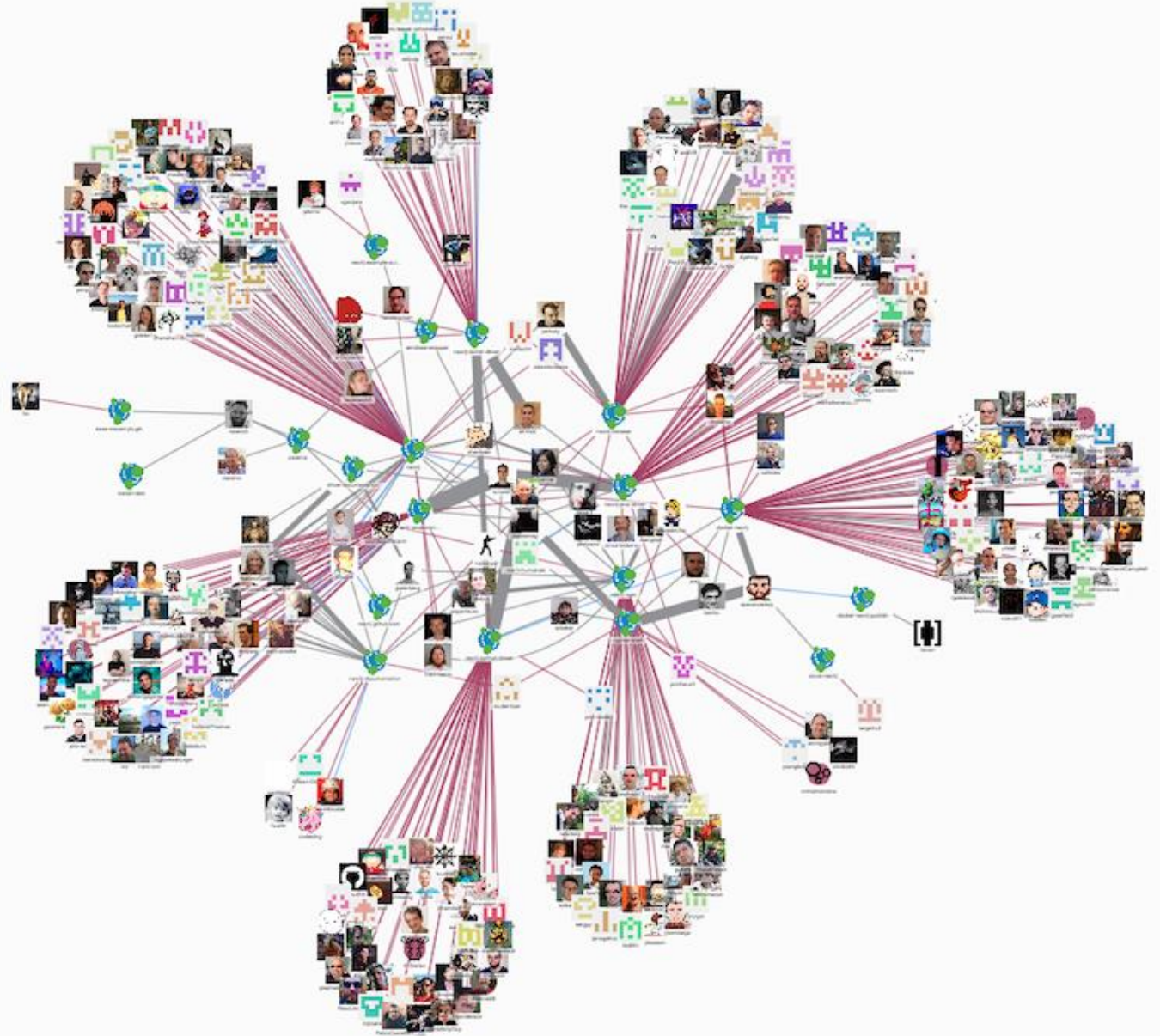
# Should Libraries Create Our Community's Lifelong Learning Experience Graph?



Members – Companies – Jobs – Skills – Schools – Knowledge



**Imagine seeing connections of experiences (and outcomes) across patron communities.**



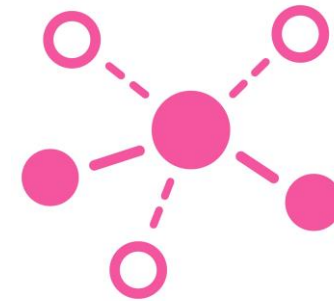
# 2018 – 2025: Public Libraries Meet Connected Experience Data

## Short-term – 2018 -2020

- ❑ Map out opportunities & challenges
- ❑ What experience data could we create, capture and connect?  
(e.g. appropriate; actionable)
- ❑ Engage with existing efforts

## Long-Term – Beyond 2020

- ❑ Overcome Challenges  
(e.g. blockchain used for privacy)
- ❑ Align schools and community-based institutions with social policy & technology capability?





# Learning Curve Starts Now!

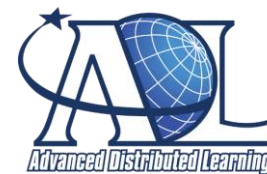
Push xAPI / LRS Beyond L&D



Connected Data + Graph Analytics



Get Involved in Working Groups





# Future of Place



***Third Place***  
is a Real Thing



# Pedestrian Friendly Zones



# “Pop Up” Culture





# Designing

## Pentagram The L!brary Initiative

Environmental graphics for the program to build or refurbish libraries in New York City public schools.



# Little Free Library Movement (2009)

50,000 as of November 2016



[BUY](#) [BUILD](#) [REGISTER](#) [MAP](#) [STEWARDS](#) [DONATE](#)

## Build a Little Free Library Neighborhood



### I want a Little Free Library

Tools to help you start a book exchange



### I have a Little Free Library

Ongoing resources to help you sustain your book exchange



### I want to find Little Free Libraries

A map to help you find book exchanges near you



### I want to help Little Free Library

Learn how to apply or donate to the Impact Fund.

# Makerspace Movement (2009)



3D Printed Tactile Children's Books

University of Colorado at Boulder

# Library: Place for Creative Collaborative Culture

# TEEN BUBBLER



▶ Menu

MAKING JUSTICE.  
BUILDING COMMUNITY



# Places for Mindfulness



FAYETTEVILLE PUBLIC LIBRARY

ENDED



10 months ago

Kids Yoga Series 2 Session 4

111 2

# Places for Connections: Live Experiences, Together



A YouTube video player showing a crowd of people at a bar reacting to Game of Thrones. The scene is dimly lit with green ambient lighting. In the foreground, a man with a beard and a floral shirt has his arms raised in excitement. Next to him, a woman with dark hair looks on with a surprised expression. To her right, a blonde woman with a surprised look is visible. The video player interface includes a progress bar at 2:56 / 11:24, a CC icon, a settings gear, a full screen icon, and a small inset video in the bottom right corner.

GAME OF THRONES Reactions at Burlington Bar S6E10 /// WINDS OF WINTER Pt 1 \\\

Sean L  
Subscribe 53,725

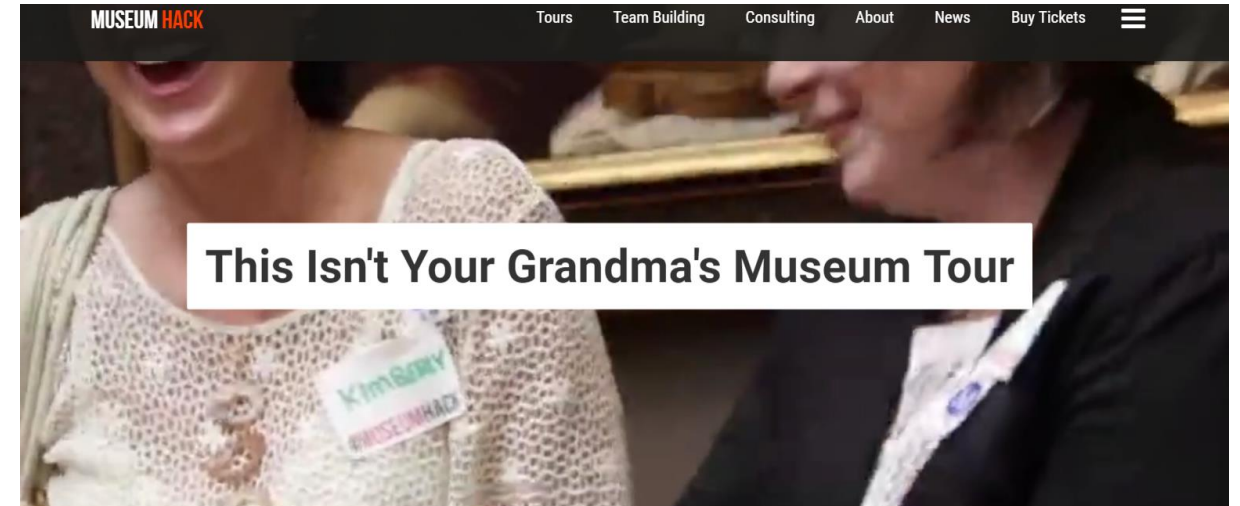
1,397,048 views

+ Add to ↗ Share ⋮ More

👍 16,797 👎 875

# Hacking Places The Experience is the Destination

## Hacking The Audio Experience: Museum Hack Is Part Of SFMOMA's New Tours!



A Fun, New Experience in NYC, DC, San Francisco  
& Chicago

We Lead Renegade Museum Tours for Individuals,  
Private Groups & Company Team Building

# Escape the Room | NYC

## Escape Rooms



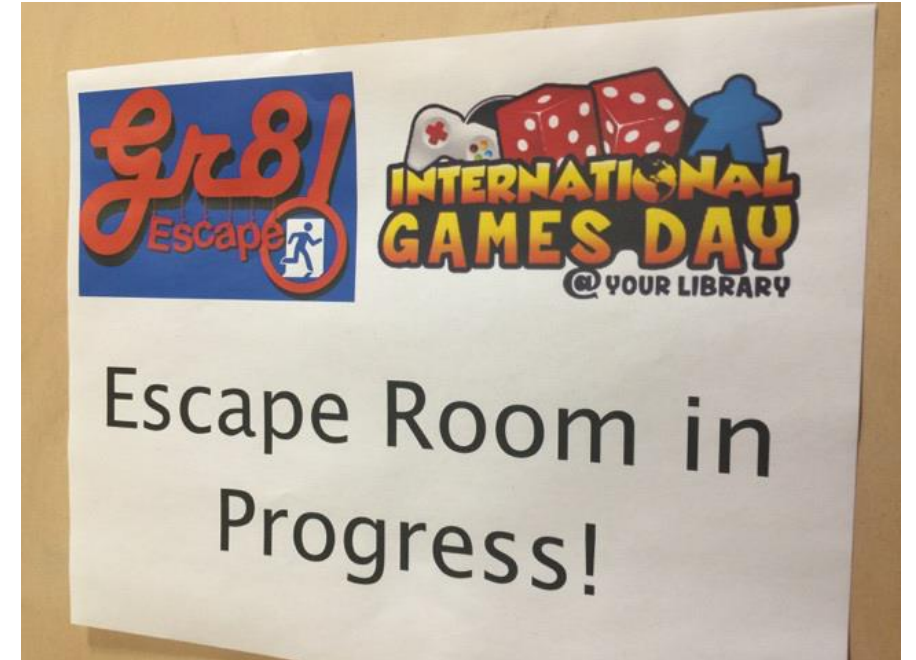


# Karissa in the Library

LEARNING AND THINKING ABOUT LIBRARIES, IN LIBRARIES

📅 November 23, 2015

## Escape Room in the Library



**What is next for  
place-driven innovations?**



# Aging Populations

Age Demographics By State



**Aging-in-Place**  
**Active Aging**  
**Creative Aging**

*In-Home Solutions*

*Tapping Community Assets*

*Emphasis on Social Experiences*  
*Emphasis on Cognitive Engagement*

*Active + Arts focused Lifestyles*

## Multi-purpose + Social



## Aging Populations



*The entirely volunteer-run café at the Plainville Senior Center in Plainville, Connecticut connects with its community members by offering opportunities to run and participate in café operations.*



## Place-based Solutions for Sensitive Issues?

### Aging Populations



### Substance Use Disorders

More than 6 out of every 1,000 Medicare patients are diagnosed with an opioid disorder, compared with 1 of every 1,000 patients covered by commercial insurance plan.

-Stanford University

# Universal Design Library + Beyond

Resilience + Regeneration



# Place Use-Data!

*...Google Analytics for the library building?*

Jason Griffey

 The Librarybox Project



Blog

Code

Build

About

Contact

Public Beta

## Open Hardware & Libraries

Imagine having a Google-Analytics-style dashboard for your library building: number of visits, what patrons browsed, what parts of the library were busy during which parts of the day, and more. **Measure the Future** is going to make that happen by using simple and inexpensive sensors that can collect data about building usage that is now invisible. Making these invisible occurrences explicit will allow librarians to make strategic decisions that create more efficient and effective experiences for their patrons.

Our goal is to enable libraries and librarians to make the tools that measure the future of the library as physical space. We are going to build open tools using **open hardware** and **open source software**, and then provide open tutorials so that libraries everywhere can build the tools for themselves.



## Open Hardware



## Smart Libraries



## Open Tutorials







# Youth Employment Incubator Launches in Durham



## Youth Employment

Restoring  
Community

Accelerating  
Collaboration

Expanding  
Opportunity

## **Room Scale Virtual Reality**



**Places  
+ Connected Devices**



# On-Demand(ness)

Scheduling Here or Anywhere

The screenshot shows the LiquidSpace website interface. At the top left is the LiquidSpace logo, a teal circle with a white grid pattern. To its right are navigation links: "Find Space", "List Space", and "Enterprise". The main content area features a large background image of a bright, modern office space with wooden tables and chairs. Overlaid on this image is the text "Office Smarter" in a large white font, followed by the subtext "Engage the largest commercial real estate network to find and book office space." Below this is a horizontal navigation bar with three buttons: "Find" (teal), "List" (dark grey), and "Connect" (dark grey). A white search box is positioned below the navigation bar, containing the text "Where do you need space?" and a red "Find Space" button.

LIQUIDSPACE®

Find Space List Space Enterprise

## Office Smarter

Engage the largest commercial real estate network to find and book office space.

Find List Connect

Where do you need space? Find Space

## P2P Collections?

Other Peoples' Stuff



**Erika Johansson** @ErikaSays · 1h

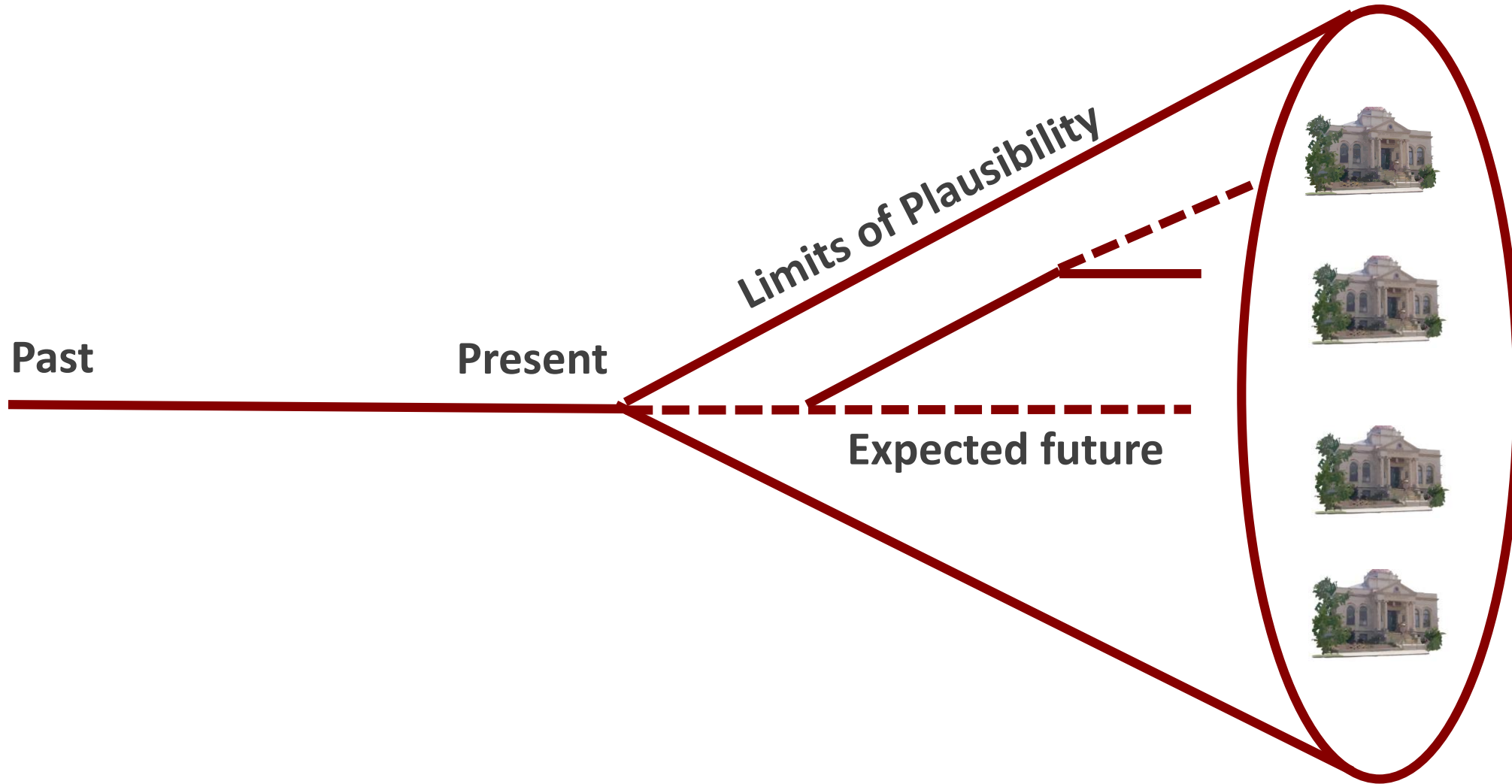
Why aren't libraries universal hubs for #sharingeconomy initiatives? #collcons  
cc @KitHayes

online, people attended a [redacted]  
from one). In Ann Arbor, Michi-  
sh gan, you can borrow musical  
million instruments, microscopes,  
ed, telescopes, and home tools  
meri- from the library. Outside  
ential Rochester, New York, you

**Library Teaches  
Place-based  
Programming**



# Future of Place







*End*



**diigo**

*Signals Teams &  
Social Scanning*

# Habit: Seeking Signals of Change

## Signals

A signal is a small or early step innovation, disruption or constraint that could grow into something larger across society, business or government.

A signal can be a news event, a new service, product, technology, policy, social movement, or conversation stream on Twitter!

Signals grab our attention but can also be easily dismissed as noise.

# Seeing Futures Across STEEP Categories

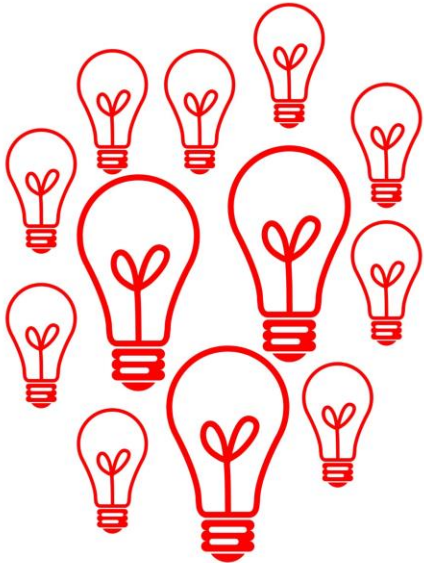
Society

Technology

Environment

Economy

Politics



# Collect & Share Signals as Social Bookmarks


 storytelling



→ [View Popular](#), [Search in Google](#)

428 items total

Filter: All

 Collapse

Date Updated

## Family Story

Oct 21, 17

www.familystoryproject.org [project](#) [storytelling](#) [families](#) [culture](#) [community](#) [oakland](#)

## Immersive Futures & Conservation – The Himalayan – Medium

Oct 18, 17

"futuretenseinc "

medium.com [medium](#) [future](#) [design](#) [storytelling](#) [examples](#)

## Storytelling in Workforce Analytics

Oct 09, 17

blog.hr-congress.com [storytelling](#) [HR](#) [talent](#) [data](#) [analytics](#) [xapi](#)

## Flipboard on Flipboard

Sep 11, 17

flipboard.com [detroit](#) [govt](#) [cities](#) [community](#) [storytelling](#)

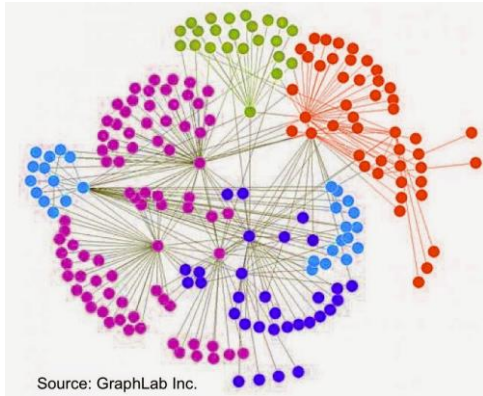
## Detroit Hires America's First Official 'Chief Storyteller'

Sep 06, 17

www.psfk.com [detroit](#) [storytelling](#) [govt](#) [milestone](#) [interesting](#)

Scanning Tool  
diigo

# I love Graph Thinking



# I Follow



**Neo4j** @neo4j · 23h

Replying to @NovasTaylor @sbahlavooni @jcdecker71

Have you seen our life science workshop proceedings? Perhaps some useful insights.

[neo4j.com/blog/neo4j-lif...](https://neo4j.com/blog/neo4j-lif...)

# I Found Story on Recent Gathering

The screenshot shows the Neo4j website header with navigation links: PRODUCTS, SOLUTIONS, PARTNERS, CUSTOMERS, LEARN, DEVELOPERS, and a search bar. Below the header is a blue banner with the text 'Neo4j Blog' and 'Neo4j Life Sciences & Healthcare Workshop - Proceedings from Berlin'. The main content area features a grey header for the article 'Big Data in Genomics: How Neo4j enables personalized therapies' with a profile picture of Martin Preusse. The article text reads: 'Biomedical research generates vast amounts of data. New experimental technologies like DNA sequencing, metabolomics and proteomics drive the fast growth of available information and lead to a better understanding of the molecular organization of life.' Below this is another article header 'Prioritizing SNPs using the Neo4j Galaxy Interactive Environment' with a profile picture of Thoba Lose.

## Big Data in Genomics: How Neo4j enables personalized therapies



*Martin Preusse (Knowing, Helmholtz Zentrum Munich)*

Biomedical research generates vast amounts of data. New experimental technologies like DNA sequencing, metabolomics and proteomics drive the fast growth of available information and lead to a better understanding of the molecular organization of life.

## Prioritizing SNPs using the Neo4j Galaxy Interactive Environment



*Thoba Lose (South African National Bioinformatics Institute)*



# Proceedings from Berlin

(Neo4j Blog)←[:BACK]

By Michael Hunger & Petra Selmer, Neo4j Team | September 29, 2017

Often invisible to the people outside of the field, life science researchers have been quietly embracing **graph databases** instead of the traditional triple and relational stores.

On June 21, we invited a group of life science and healthcare researchers and practitioners to share their experiences in a full-day workshop.



### Neo4j Life Sciences & Healthcare Workshop – Proceedings from Berlin

Add a description...

graph neo4j healthcare pharma bio

Recommended: robotics robots wellness singapore neo life sciences healthcare workshop berlin

Add to an outliner

Share to a group

Private  Read Later  Advanced Cache

### Neo4j, Important and Modelling

Kees Vegter

[More Events →](#)



*New! Embrace the new Diigo and boost your productivity! »*

## My Library / Tag Search

Add



→ [View Popular](#), [Search in Google](#)

- Selected Tags**
- graph
- Related Tags**
- + 101 (78)
  - + analytics (95)
  - + blog+post (76)
  - + company (94)
  - + data (133)
  - + database (199)
  - + knowledge-management (41)
  - + neo4j (255)
  - + network (39)
  - + people (79)

811 items total Filter: All Collapse Date Updated

[Neo4j Life Sciences & Healthcare Workshop – Proceedings from Berlin](#) less than a minute ago

neo4j.com [graph](#) neo4j healthcare pharma bio

[Home - Fraym](#) Sep 21, 17

fraym.io [company](#) [data](#) [decision-making](#) [africa](#) [interesting](#) [graph](#)

[Innovisor Innovisor Consulting ApS - Organizational Network Analysis](#) Sep 19, 17

www.innovisor.com [tools](#) [network](#) [graph](#) [analysis](#)

[The shadow org chart – Henry Ward – Medium](#) Sep 19, 17

medium.com [medium](#) [graph](#) [orgdev](#) [culture](#)

[GraphQL | A query language for your API](#) Sep 07, 17

graphql.org [tools](#) [graph](#) [API](#) [webdev](#) [programming](#)

# Develop a Shared Taxonomy (Keywords) for Libraries

https://www.diigo.com/user/garrygolden/library

The screenshot shows a Diigo library interface. At the top, a blue header contains the text 'My Library' on the left, a search bar with the query '#library' in the center, and 'Collapse All' and 'Bulk Edit' on the right. A red dashed circle highlights the search bar. Below the header, a left sidebar lists filter options: 'All' (selected), 'Annotated', 'Unread' (with a '1009' badge), and 'More'. Below these are 'Related Tags' with a list: 'library' (x), 'project' (201), 'learning' (184), 'blog+post' (179), and 'libraries' (161). The main content area shows search results for '#library', starting with 'Page 1 of 1247 results for "#library"'. It lists several articles with their titles, source URLs, tags, and update dates. A blue circular button with a white plus sign is located in the top right corner of the main content area.

Filter	Page 1 of 1247 results for "#library"	Filter Privacy	Date Updated
All	<b>Integrating Project Outcome into Strategic Planning &amp; Measuring Priority Areas   Publ...</b> www.ala.org xgraph library partners JW		17 hours ago
Annotated	<b>Arts, Culture and Transportation: A Creative Placemaking Field Scan · Barr Foundation</b> www.barrfoundation.org scanning place art transportation cities community library		Nov 28, 2017
Unread <span>1009</span>	<b>Quill.org — Interactive Writing and Grammar</b> www.quill.org tools writing library AI nlp nlg		Nov 27, 2017
More	<b>The Culture War Being Fought Over Tomorrow's Libraries</b> www.fastcodesign.com blog+post fastco library debate		Nov 20, 2017
Related Tags	<b>Leading the Green Revolution   American Libraries Magazine</b>		Nov 4, 2017



# Garry's **diigo** Tags (Social Bookmarks) on:

## **Place**

<https://www.diigo.com/user/garrygolden/place>

## **Place + Data**

<https://www.diigo.com/user/garrygolden/place%20data>

## **ExperienceAPI(xAPI)**

<https://www.diigo.com/user/garrygolden/xAPI>

Getting  
Started



Information + Inspiration



Twitter is  
Your Friend

Create Lists to Follow a Spectrum of People  
(Sector leaders, Entrepreneurs, Agitators)

Periodically search by keywords or hash tags  
(e.g. #libraries, #outcomes)

**Twitter Habit:**

- Twitter Twice a Day
- Open up ten tabs for possible tags!

# Conferences



**Thank you!**

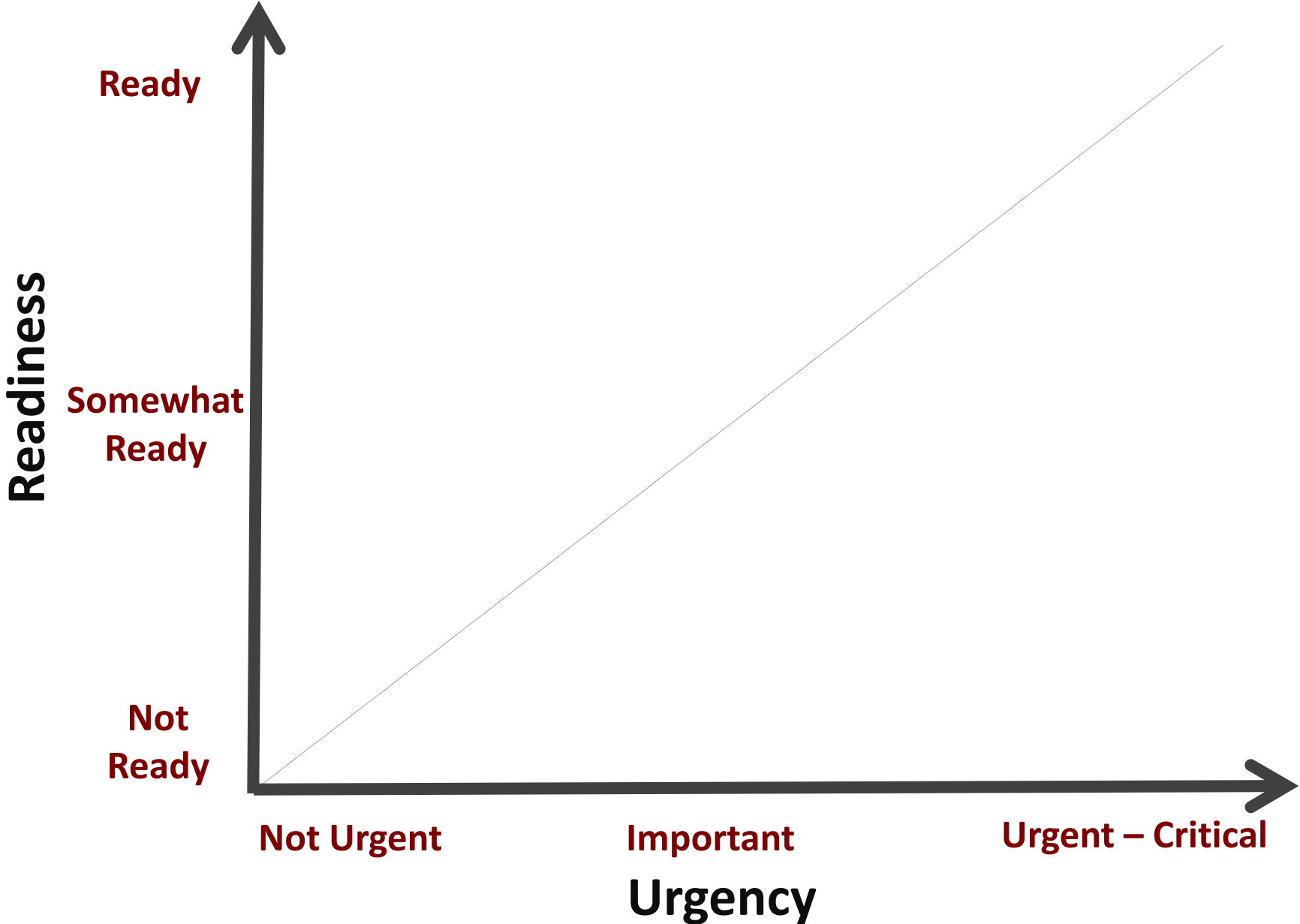
**PDF + Resources**  
**[garrygolden.com/December7](http://garrygolden.com/December7)**

**[garrygolden@gmail.com](mailto:garrygolden@gmail.com)**

**(Two Rs)**



# Survey Staff, Leadership and Community Leaders



# Activity: Have Teams Write out Job Description for 2020

*Marketing Skill Sets + Mindsets for the Future*

**Hiring, Retaining +  
Upskilling Our Talent!**



“I” Shaped



“T” Shaped

# I-shaped Talent for Teams

Depth of Subject Expertise

## Encouraging Depth of Skills that...

- Are in demand
- Looks great on a resume
- Industry or domain-specific
- Shows discipline + commitment



# T-shaped Talent for Teams

Broad set of Skill Sets & Mindsets

Depth of Subject Expertise

## Encouraging Breadth of Skills that...

- ❑ Appeal to organizations hiring *learners*
- ❑ Embraces curiosity amidst uncertainty
- ❑ Shows desire to integrate solutions