Q: Tips for buy-in from Board of Directors or Trustees?
A: There are a couple of approaches to developing buy-in.

1. Illustrate the pain points for those you serve - Emotional Appeal
   It is always easier for people to buy-into new approaches if what you propose is easy to understand and resonates with them. If you want to get buy-in to invest in a new experience then you’ll need to help them understand the problems the current experience is causing. This is when a combination of anecdotes and data can help make the case.

   **Ask how they would do something and how easy it would be**
   - Present them with a real world situation and have them tell you how they would do it, and then contrast it to a real person in that situation.

   **Use a personal story of an individual**
   - Identify their motivation, challenges, and goals.

   **Use a photograph**
   - When possible use a photograph of an individual you have observed or talked with (with their permission). By giving the person for whom this is a problem a face makes it real - this is the start of personas.

   **Video clip**
   - This is when a video clip of someone talking about really trying to do something and being challenged can be helpful.

2. Compare where you’re at today to where you should be - appeal to them with metrics
   Try to outline simple metrics for doing the task today. Be creative in how you do this as what you’re attempting to do is to create contrast between what you have now and what it could be like.

   - How long does a task take to complete when you know how to do it? How long does it take when you don’t know how to do it and have to figure it out?
   - Use photographs and screen shots to illustrate your point.
     - E.g., Look at this photo of X space - how would Randolph, who is a gardener, know where to go to solve his problem?
     - E.g., To complete this task, Randolph would start on this screen and then it would be a series of X clicks to get to what he’s looking for, and then he’d return and have to do it all over again!
   - Are there examples in the world where things are better? This can also provide a good constrast.

3. Have your Board of Directors and Trustees spend time with the people you serve!
   Many user researchers spend hours and hours doing great work with users and providing insights and recommendations to teams which include Vice Presidents. The easiest path to getting senior executives to buy into insights and
recommendations is to have them learn who the people in the library system are. So my advice is to start with your own real exposure to the public and the people you serve so you can get comfortable with observing and doing contextual interviews, and as you get familiar with the process invite a board member to observe with you. It is priceless for these advisors to walk in the shoes of the real people you are all serving and it also allows them to apply their areas of expertise (reason why they on the board or trustees) in a much grounded way future meetings.