Provocations: Leadership in Transformational Times

Buffalo & Erie County Public Library
Buffalo, NY
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Slides

• These PPT slides will be at my blog ‘Stephen’s Lighthouse’

http://stephenslighthouse.sirsidynix.com

Most technologies I mention can be coached from your library or the SirsiDynix Institute online or at iTunes

http://www.sirsidynixinstitute.com
Change

• **025.431: The Dewey blog**
• 973.932.
• The updates to Dewey are below:
  • 973.93  2001–
  • 973.931  Administration of George W. Bush, 2001–2009
  • 973.932  Administration of Barack Obama, 2009–
A Tipping Point Election

- Obama raised money at double the rate of McCain online.
- Following the conventions blog posts mentioning Obama outnumbered those referencing McCain by more than 3 to 1.
- Obama's number of MySpace friends grew steadily over the last few months of the campaign while McCain's remained relatively flat. By election day, Obama had almost 4 times the number of friends McCain had.
- While those MySpace figures are remarkable, the Twitter stats are even more eye-popping. Obama had nearly TWENTY FOUR times the amount of followers that McCain had.
- Obama dominates Facebook.
- Obama’s social network presence is still active.
Crossing the Border
Where do I come from?
A Dozen Provocations

What is Leadership?
Our Future (90% probability)

- Libraries and their publishers/vendors are in a *symbiotic* relationship.
- The book isn’t dead. It’s just different.
- Newspapers are dead. News isn’t. It costs more to print and distribute the New York Times annually than to give every subscriber a Kindle. (Let alone an iPhone application).
- Publishing models are in the midst of transformational change. New models of added-value (e.g. Kindle for libraries, phone books.)
- The cost of delivery matters. Traditional media are too capital intensive. Models change, slow then fast.
- Libraries will not go away – they will be different. Bundles of services, changing physical space.
- Why should there be more than one library?
- The question isn’t, “What is the future of the book?” It should be “What are the behaviours and ecology of reading of the future?”
- Books – Flash and PDF, Second Life Books, Vanity publishing, Long Tail, Community publishing, Sound/Audio hybrids (transformational rights).
- Human understanding – Bloom’s taxonomy, Gardner, Genome (Shyness, dyslexia, etc.), MRI’s of reading, Eye tracking, etc.
Economic Future (90%)

• Auto industry in America ends (assembly not manufacturing, distribution, repair, databases)
• Financial services will be completely re-made - partial-nationalization.
• Traditional industries are more knowledge based from an employment perspective (agriculture, mining, oil, energy, and manufacturing).
• Low wage economy is in hospitality, retail, transportation, tourism, etc.
• Newspapers are vanishing, magazines are in worse shape than is acknowledge. Books channels of manufacturing, distribution and sales are in upheaval.
• Broadcast media are reshaping (TV/Cable have 30% laptop in EU, 100% on phone in Japan/Korea) (TV white space – Google, June 2009)(Blockbuster – NetFlix), Long Tail
• Education and R&D are growing - eLearning and Distance Education (70% single mom’s, LS – SJSU, Syracuse + 10 others, iSchools)
• Growth in medicine, healthcare, etc.
• Music is more than music – iTunes – SDI, Nature – Discovery Channel, audio-books, MP3, case lectures, Big 4 Music vs. Napster vs. MySpace surrender 2011
• Gaming – not just games, Syracuse, largest publisher, military
Library Responses

• Collection development – community, curriculum, learning,
• Gaming – Wii, Military, Syracuse, Scott Nicholson, ALA
• Public Good
• Economic advocacy
• Visual literacy (Enterprise, Brainware, Endeca, Vivisimo, AquaBrowser...)
• Social literacy, information literacy
• Special collections, local history, IRs
• Museology, curation, display, retail, Paco Underhill (NJ)
• Libraries protect reading and knowledge, not just books.
• Recommendations (Amazon, B&N, Borders (dead), LibraryThing, BiblioCommons, Syndetics, ChiliFresh, SOPAC, VuFind, Delicious, Digg, etc.)
The Provocations

• Librarians must take personal responsibility for their professional development.
• Collection development must be patron centric and largely patron initiated. (Over-borrowed analysis)
• Rethink ownership – rental, lease, license, Google API, SD API, hybrid models.
• Network metadata – OCLC, WorldCat Local, NDP, LibraryThing, LC MARC, Google Scholar, etc.
• Understand KM and ecosystems
• Community ecology management – economic, social glue, education, crime, learning 5%, partnerships
• Unmediated transactions (Circ, ILL, reference) vs. Mediated transformations (research, instruction, storytelling, etc.)
• ROI on membership organizations (ALA, PLA, SLA, ULC)
• Retirement opportunity (intergenerational mentoring – train.)
• Rethink buildings (multiple models, space, WiFi, transitional space, information commons, our organization structures vs. their needs, Community Centers, learning commons.
The New Normal

- Single core community service portal with branch customization
- Fully integrated virtual and physical strategies
- Fully integrated electronic and hard copy collections.
- Integrated discovery mechanisms – not a single box.
- Multiple display options based on learning styles and demography.
- Multicultural, multilingual, multi-ethnic, (Unicode) The dominant culture mindset is dysfunctional – mosaic or melting pot.
- Text increases and grows but loses market share to experiences (gaming), auditory (podcasts and music), Visual (Flickr, pictures), Graphic (charts, graphs, etc.), Moving images (YouTube, Hulu).
- Silos disintegrate (PL, AL, CL, SL, Mil, K-12, etc.)
- Instruction, coaching as core service strategies.
- Social glue – loneliness, connection, alienation.
- SaaS, API – user experience vs. infrastructure – new tech mindset
- Consortial, multi-type – real collaboration, not just buying groups or collective for OCLC records
Innovation Audit Questions

1. Is your organization and governance aligned with change, evolution or revolution needs? (pilots, trials, cross-functional, teams)

2. What are the barriers to change in your organization? What are you doing about it? (Hiring, firing, retirements, reorganization, training, culture shaping).

3. What does your organization innovation scan get you? (Opportunities, can’t work here, why?)

4. How do you choose and schedule? Proactive new priorities are chosen, they don’t occur organically except when reactive (e.g. Cars).
METABOLISM

The slower it gets, the faster it catches up with you.
Two Kinds of Library Folk
Provocation #1

What is the library role in a world with 150,000,000 books full-text on the web?
Retail Sales Down? NO
Titles Down? NO
Circulation Down? NO
Reading Down? NO
Teen Reading Down? NO
Will Reading Matter?

Audiobooks and eBooks . . . And Google
Provocation #2

Name 5 things that Your library is doing that match the Amazon experience
Whatcha’ doin’ 2.0 with your books?
Growing up from books
What does your best borrowed report look like?

http://www.flickr.com/photos/blu_blue/262096844/in/pool-booksandportraits
What does your book recommendation blog look like?

http://www.flickr.com/photos/matthk/2054262239/
How do your community book reviews do?

http://www.flickr.com/photos/cjanebuy/340249608/in/pool-booksandportraits
How are your web based book clubs?

http://www.flickr.com/photos/mthiesson/176153663/
Do your users like your video author interviews?

http://www.flickr.com/photos/lori_an/319433801/
Do the local moms like the podcast stories?
Are your book displays innovative?

http://www.flickr.com/photos/lori_an/319433802/in/photostream/
Can you circulate books from anywhere? Like the parking lot, sidewalk sale, nursing home?

http://www.flickr.com/photos/library_mistress/525385533/
Provocation #3

Name 5 things that Your library is doing to address the end of containers – books, newspapers, DVD’s and CD’s.
Yahoo Trumps NBC, Huh?!

Opening Ceremony, 3/08/08 8:06 pm CST
Will Kobe, LeBron pass on Darfur?
Dan Wetzel, Yahoo! Sports - 9:35 am EDT
The U.S. hoops stars have the chance to join Joey Cheek’s protests of Darfur and take their own shots at China.

Let the women’s soccer rebuilding begin
Martin Rogers, Yahoo! Sports - 2:33 am EDT
A 2-0 loss to Norway to kick off the Olympics signaled the need for the reconstruction of a once-mighty U.S. program.

More News
• Morgan Hamm out of Olympics with ankle injury
• Air pollution shrouds Beijing on eve of Olympics
• Bush arrives in Beijing for Summer Olympics

Latest Video
• Olympic Torch paraded over the Great Wall
• China revokes Gold medalist’s visa

Latest Olympic Photos

<table>
<thead>
<tr>
<th>Country</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
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<td>0</td>
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<tr>
<td>Mexico</td>
<td>0</td>
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Last year a transformational thing happened

• Google settled with the AAP. Combined with the Google Book Search API, etc. the library firmament shifted immeasurably and at 8 on the Richter scale.

• Why?
Another Transformational Thing s Happening

• The FCC agreed to open the "white space" - the broadcast spectrum used by over the air television - for use by others apart from the regulated television stations, by a vote of 5-0. This is a major accomplishment that companies such as Google, Microsoft, Dell and Hewlett-Packard have been lobbying for over the past couple of years.

• As Larry Page noted in the Official Google blog, "This is a clear victory for Internet users and anyone who wants good wireless communications."

• Why?
Newspaper Shifts

**The Christian Science Monitor**

**CHANGES AT THE MONITOR**

Monitor shifts to Web-first strategy

In 2009, the Monitor will become the first nationally circulated newspaper to replace its daily print edition with its website; the 100 year-old news organization will also offer subscribers weekly print and daily e-mail editions.
Newspaper Shifts
Provocation #4

How are you and your library socially connected to your users on the web?
Websites - Sooooo last century
Libraries Need to be Ahead of the Curve
The Conversation
The Art of Listening, Learning, and Sharing
Brought to you by Brian Solis and JESS3

http://www.flickr.com/photos/briansolis/2735401175/
The new Web 2.0 era distribution models remain largely untapped

Potential Reach Power and Network Effect
(Lowest Cost Per Customer/Partner)

Map of Online Communities and Related Points of Interest

Geographic area represents estimated size of membership.

(Not a complete survey. Sizes based on best figures I could find, but involved some guesswork. Do not use for navigation.)

Spring 2007
What people are doing

Creatives publish
Web pages, write blogs,
upload videos to sites
like YouTube.

Critics comment on
blogs and post
ratings and reviews.

Collectors use
Really Simple
Syndication (RSS)
and tag Web pages
to gather information.

Joiners use social
networking sites.

Spectators read
blogs, watch peer-
generated videos, and
listen to podcasts.

Inactives are
online but don’t yet
participate in any
form of social media.

Who participates (U.S. online users)

<table>
<thead>
<tr>
<th></th>
<th>Young Teens</th>
<th>Youth</th>
<th>Generation Y</th>
<th>Generation X</th>
<th>Young Boomers</th>
<th>Older Boomers</th>
<th>Seniors</th>
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<tbody>
<tr>
<td>Creatives</td>
<td>34%</td>
<td>37%</td>
<td>30%</td>
<td>19%</td>
<td>12%</td>
<td>7%</td>
<td>5%</td>
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<tr>
<td>Critics</td>
<td>24%</td>
<td>37%</td>
<td>34%</td>
<td>25%</td>
<td>18%</td>
<td>15%</td>
<td>11%</td>
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<tr>
<td>Collectors</td>
<td>11%</td>
<td>16%</td>
<td>18%</td>
<td>16%</td>
<td>15%</td>
<td>16%</td>
<td>11%</td>
</tr>
<tr>
<td>Joiners</td>
<td>51%</td>
<td>70%</td>
<td>57%</td>
<td>29%</td>
<td>15%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Spectators</td>
<td>49%</td>
<td>59%</td>
<td>54%</td>
<td>41%</td>
<td>31%</td>
<td>26%</td>
<td>19%</td>
</tr>
<tr>
<td>Inactives</td>
<td>34%</td>
<td>17%</td>
<td>21%</td>
<td>42%</td>
<td>54%</td>
<td>61%</td>
<td>70%</td>
</tr>
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</table>

Data: Forrester Research
Reminder: 300,000+ A DAY!
A sustainable social network for life...

95% of students in network

F8 Developer

95% of students in clients like U of Toronto, NCSU, 700,000 new users per day, Stanford, etc.

Over 80% of all college and University students in North America.

700,000 new users per day
The Sharing Economy
Provocation #5

How are you capturing the knowledge of departing staff and making it available to the next generation?
Our Careers Have Seasons
Retronyms (from Tom Hogan)

The top reronym terms that were submitted for a non-Internet librarian were:

1. Shelf-pointer librarian
2. Analog librarian
3. Librarian unplugged
4. 3×5 Librarian
5. Internot Librarian
6. Retrobrarian
7. [insert supervisor's name] Librarian
8. Wallenda Librarian (flying high without a 'net)
9. Winner
10. Librarian 1.0
11. Or Unemployed
Be Where Your Users Are

orkut
facebook
bebo
mixi
myspace.com
Ning
LinkedIn
plaxo
knol
MySpace Developer Platform
opensocial
Get Good at The Cloud
Simple Knowledge Capture

- Bookmarks
- Tagging – e.g. delicious
- Wiki – e.g. MediaWiki
- Team – e.g. Meebo
- Simple really…. 
Provocation #6

Name five ways that Your library integrates the world into your users’ local needs?
Being Globally Competitive

On Target

Minus 25K

Plus 20%

!!!!!!!

!!!!!!!

Target
Provocation #7

Name five tools that you were actively learning before they become popular.
Is that the Internet in your pocket or are you just really smart?
Device Agnostic & DRM Wars
Science Info on the Go: Enhancing Traditional Sci-Tech Library Services w/ Mobile Devices

- Joe Murphy - Yale Science Libraries - joseph.murphy@yale.edu

Mobile devices help libraries meet the evolving information needs of the sci-tech community by expanding traditional services and exploring new opportunities.

**Enhancing / Expanding Services**

- **Mobile Reference** = Answers on the go
  - Mobile librarians to meet the diffuse information needs of our specialized clientele.
  - Email
  - Instant Messaging
  - Phone
  - In person and outreach

**New Opportunities**

- **Text Messaging Reference**
  - Answers from anywhere by SMS
  - Expert assistance at point of need

- **Social Networking**
  - Mobile devices facilitate library 2.0 and social networking initiatives.

**Considerations**

- Choosing a technology
- Identifying New Workflows
- Establishing Management Models: Staffing, Training
- Exploring Best Practices for a Quality Service (shifting communication styles and user expectations)

Joe Murphy  Yale Science Libraries  joseph.murphy@yale.edu

ACRL2008 Poster Session 6/30/2008
Mainly Mobile Focus
The Soccer Mom – Gamer, eLearner, TXT’er, hmmmmm

Soccer Moms
embarrassing kids more now than ever before
Geocaching: Silicon Sally and GIS, Maps, GPS, and recalculating

Adventures in Geocaching

The good guys. The bad guys. And their quest for the elusive Tupperware container.
Provocation #8

How are you addressing the continuous learning needs of all staff?
Be a Lab Rat!
Experiment, continuously
2.0 is about play
23 Learning 2.0 Things

- Week 1: Introduction and Adult Learning
- Week 2: Blogging
- Week 3: Photos & Images
- Week 4: RSS & Newsreaders
- Week 5: Play Week
- Week 6: Tagging, Folksonomies & Technorati
- Week 7: Wikis
- Week 8: Online Applications & Tools
- Week 9: Podcasts, Video & Downloadable audio
• Real mobile devices: iPods, MP3 players, video, smart phones, texters, Kindles, Sony Readers, etc.
• Podcasts, Streaming Media
• Special PC’s: disability compliance, streaming media, IM groups, VR (both kinds)
• Gaming stations

Build a Sandbox
Provocation #9

Name five ways you’re harnessing the potential of Web 2.0 tools to market libraries.
2.0 Influencers

1. YouTube
2. Second Life
3. MySpace
4. Facebook
5. Wikipedia
6. Ning
7. Twitter
8. Mozes
9. Blogs, MyBlogLog
10. MyBlogLog

All FREE

Top 10 Most Influential web tools for the 2008 US elections

How many are we already using?
Be Important

EXPENDABILITY

KIRK, SPOCK, MCCOY, AND ENSIGN RICKY ARE BEAMING DOWN TO THE PLANET. GUESS WHO'S NOT COMING BACK.
Provocation #10

Name the top three things that you are doing to create the future.
What’s New?

• Socially aligned apps for Social Institutions
• Semantic Web (Twine)
• The Cloud (Google, Zoho and MS etc.)
• No choice search engines (Soon only 2 scrapes with Ads)
• GIS oriented search and ads
• Virtually unlimited fulltext books – searchable from the OPAC
• Streaming media and spoken word search
• Personalization 3.0 like MySpace/Facebook
• Microblogging (Twitter)
• Device proliferation (Kindle, iPhones, etc.)
Studying the Future

- How much time do you spend having a clear view?
- How is it shared across the organization?
• You can’t wait for everyone to change at once.
Technology Adoption Life Cycle

Groups are distinguished from each other based on their characteristic response to discontinuous innovations created by new technology.

- **Early Markets**
  - Visionaries: Get ahead!
  - Techies: Try it!

- **Mainstream Markets**
  - Pragmatists: Stick with the herd!

- **Late Market**
  - Conservatives: Hold on!
  - Skeptics: No way!

- **Innovators** 2 1/2%
- **Early Adopters** 13 1/2%
- **Early Majority** 34%
- **Late Majority** 34%
- **Laggards** 16%

@Chasm Group
Provocation #11

State five ways in which your programs and services for kids, teens, young adults, and new parents are aligned with their preferences.
Watching Change

- Kids, Seniors, Zoomers
- Census
- Elections
- Olympics
- Telephones
- Economy
My First Tribble
Kids on Social Crack
Watching The Kids & Their Toys
Be More Open to Change
(and their cel phones, skateboards, coffees, juice, backpacks, and the whole messiness of humanity…)}
Learning Styles

- Visual/Spatial (Picture Smart)
- Verbal/Linguistic (Word Smart)
- Musical/Rhythmic (Music Smart)
- Logical/Mathematical (Number Smart)
- Bodily/Kinesthetic (Body Smart)
- Interpersonal (People Smart)
- Intrapersonal (Self Smart)

- Piaget, Bloom, Gardner, etc.
## Millennial Characteristics

<table>
<thead>
<tr>
<th>Category</th>
<th>Characteristics</th>
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<tbody>
<tr>
<td>Principled / Values</td>
<td>More Friends</td>
</tr>
<tr>
<td>Optimistic / Positive</td>
<td>More Diverse</td>
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<tr>
<td>Balanced Lives</td>
<td>Respect Intelligence</td>
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<tr>
<td>Collaborative</td>
<td>Internet Natives</td>
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<tr>
<td>Independent</td>
<td>More Choices</td>
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<tr>
<td>Multi-taskers</td>
<td>Format Agnostic</td>
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<tr>
<td>Healthy Lifestyle</td>
<td>More Civic Minded</td>
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<td></td>
<td>High Expectations</td>
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<td></td>
<td>Experiential</td>
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<td></td>
<td>Gamers</td>
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<td></td>
<td>Entrepreneurial</td>
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<td></td>
<td>More Liberal and more conservative</td>
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<td></td>
<td>Achievement Oriented</td>
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<td></td>
<td>Graphical Oriented</td>
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Credit: Richard Sweeney, NJIT, S. Abram
Imaging techniques allow us to see which areas of the brain contribute to these functions.
Eye Movement Changes
Discover More...

What is SchoolRooms
What's in SchoolRooms
Who Uses SchoolRooms
Why Students Like SchoolRooms
How Does SchoolRooms Work
Press & Events
Home

Earth Science Room: The Amazing Sun

- corona - the sun's atmosphere
- chromosphere
- photosphere - the light-producing layer
- core - where the nuclear fusion of helium and hydrogen takes place
- sunspot - dark patch that makes cooler gases

Explore a new learning portal for the K-12 community

SchoolRooms™ by SirsDynix is a new online portal that encourages K-12 students to explore, discover, and learn anywhere, anytime.

Designed to meet students’ needs and to be a tool for parents who play an integral role in helping their children continue learning outside the classroom.

Students can search (all at once):

Best of Web™
Results from high-quality, certified Web sites hand-picked by teachers and librarians. Search databases at the same time and find related articles. Learn more about BOW.

News & Events
Catch up on the news about SchoolRooms. Check out the next place you can see SchoolRooms in action and find out more about how SchoolRooms can provide your students with an unparalleled learning experience.

Case Study: Boston Public Library
Discover how Boston
What Are School Rooms?

Welcome to School Rooms, an educational resource for K-12 students, educators and parents that combines teacher-selected, standards-based content with student-friendly software. Through the integration of multi-media and interactive content, School Rooms help promote student exploration and discovery on a variety of topics.

- Elementary Student Rooms
- Middle School Student Rooms
- High School Student Rooms

Room Contributors

Elementary Contributors
1. Tim DeFrang
2. Laurie Simms
3. Barbara Gage

Middle School Contributors
1. Jennifer Schwerlik
2. Shelly Lewis
3. Kristen Roopen
Bonus Provocation #12

Brainstorm three ways that the bad economy can be good for library workers libraries.
Energizing
The Library
Huge increases in library use continent wide
5 ideas for recessions

• Increase programs
  – Launch 23 things for the community

• Look at sustainability
  – Podcasts & Vodcasts of story times

• Increase attention on job seeking resources
  – Bookmobile

• Promote the ‘free’
  – Books, videos, programs, etc.

• Add partnerships
  – Museums, recreation, who’s hurting too …
Be the Change You Want to See

Focus on Social Glue
Be The Change We Want to See
A Third Path
“You have to sit by the side of a river a very long time before a roast duck will fly into your mouth.”

— Guy Kawasaki
The World is going to change with or without you... Get Ready.
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VP Innovation, SirsiDynix
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