

Collaboration Thoughts

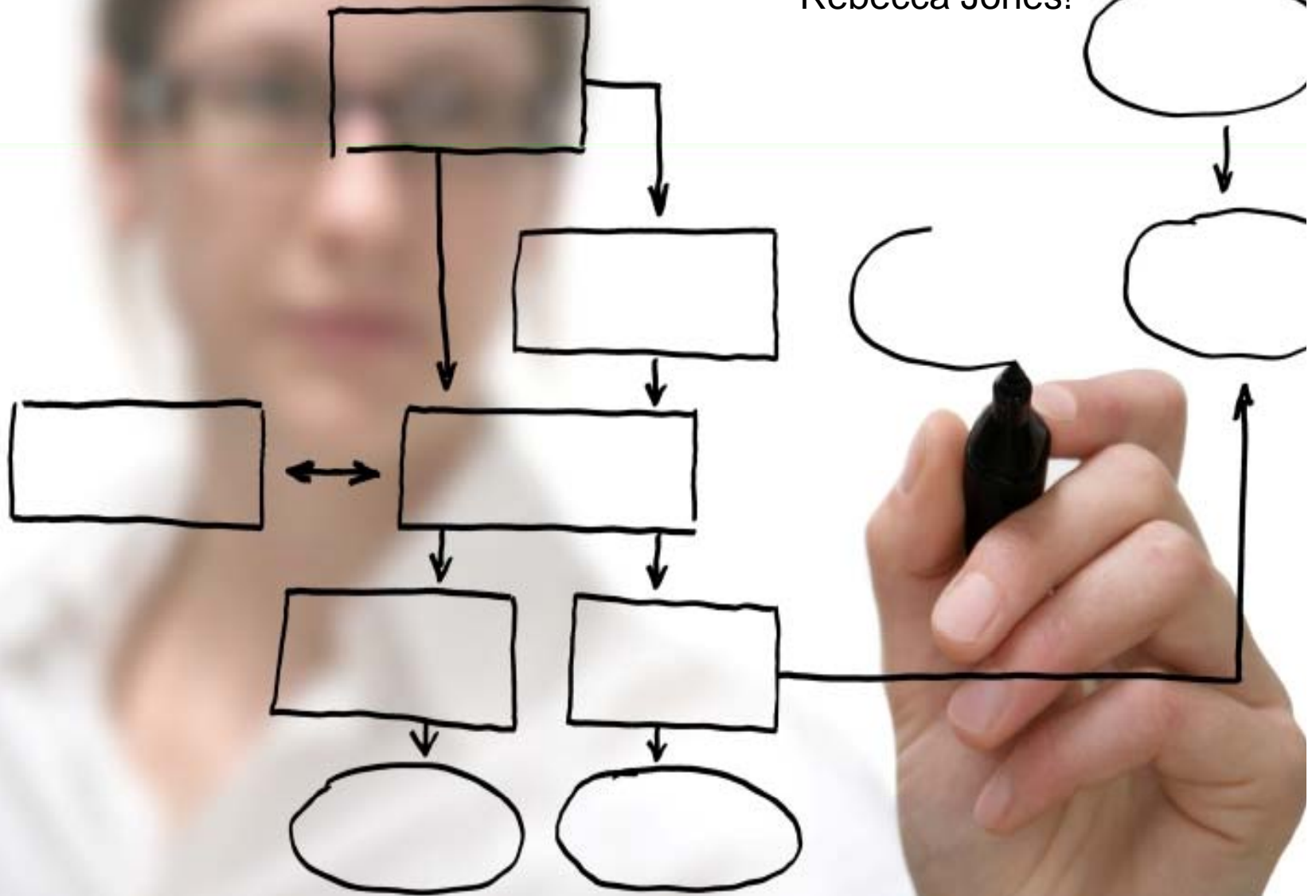


Stephen Abram, MLS, FSLA

Washington, DC

April 2, 2009

With slides from
Rebecca Jones!



What's on your minds?

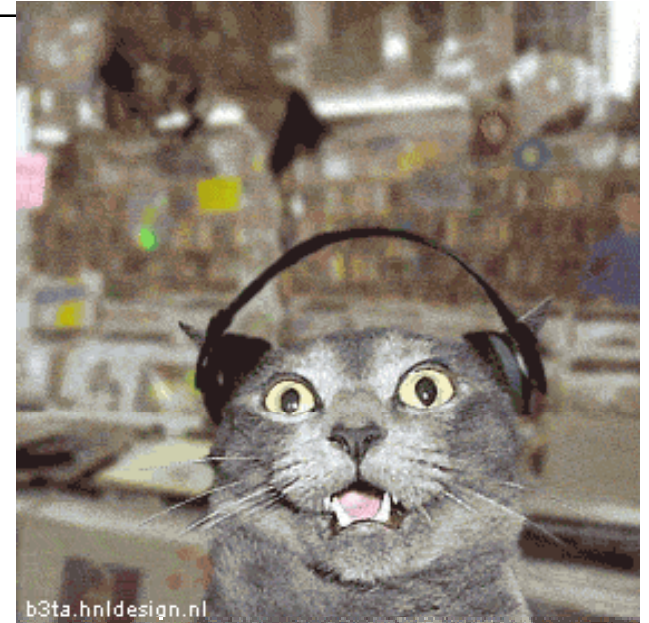
Usually a sense that something is not quite right.....

Questioning of where functions fit....of roles....of responsibilities...

Questioning of whether collaborative technologies “belong” in “work”

Questioning of how to organize functions of a library when those functions are so engrained

Questioning of where a job starts and stops.... of where work starts and stops.....of skills required for jobs.....



The questions for organizations

- How should we be organized to best interact with & delight our clients or patrons?
- How should we be organized to make the best decisions in the least amount of time?
- Rephrased...How should people be working together, collaborating, discussing & making decisions?



- imho

Organization Structure Basics

1. Past structures are not effective for present or future work processes
2. Generally, the younger the staff, the more comfortable with technology, collaboration; more uncomfortable with top-down, “how did they get to that?” decisions
3. Technology impacts organizations; how it impacts depends on people
4. Small, agile groups move faster than large bureaucracies
5. Leadership & followership are CSF's
6. 85/15 rule: process & structure problems beat people problems hands down

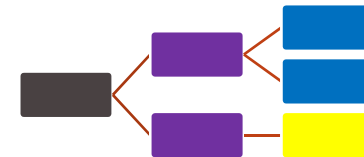
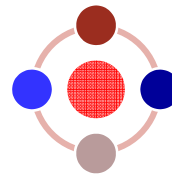
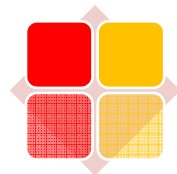
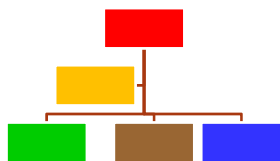
Jim Clemmer in Firing on all Cylinders

Organization Design Principles

- Form follows function
 - Functions change quickly
 - Form drives behavior
- Reporting relationships create “ties that bind”
- Collaboration decreases as distance & priorities increase

Organization Design Principles

Organizational forms are tools for shaping your work processes & employee relationships to support your strategic priorities

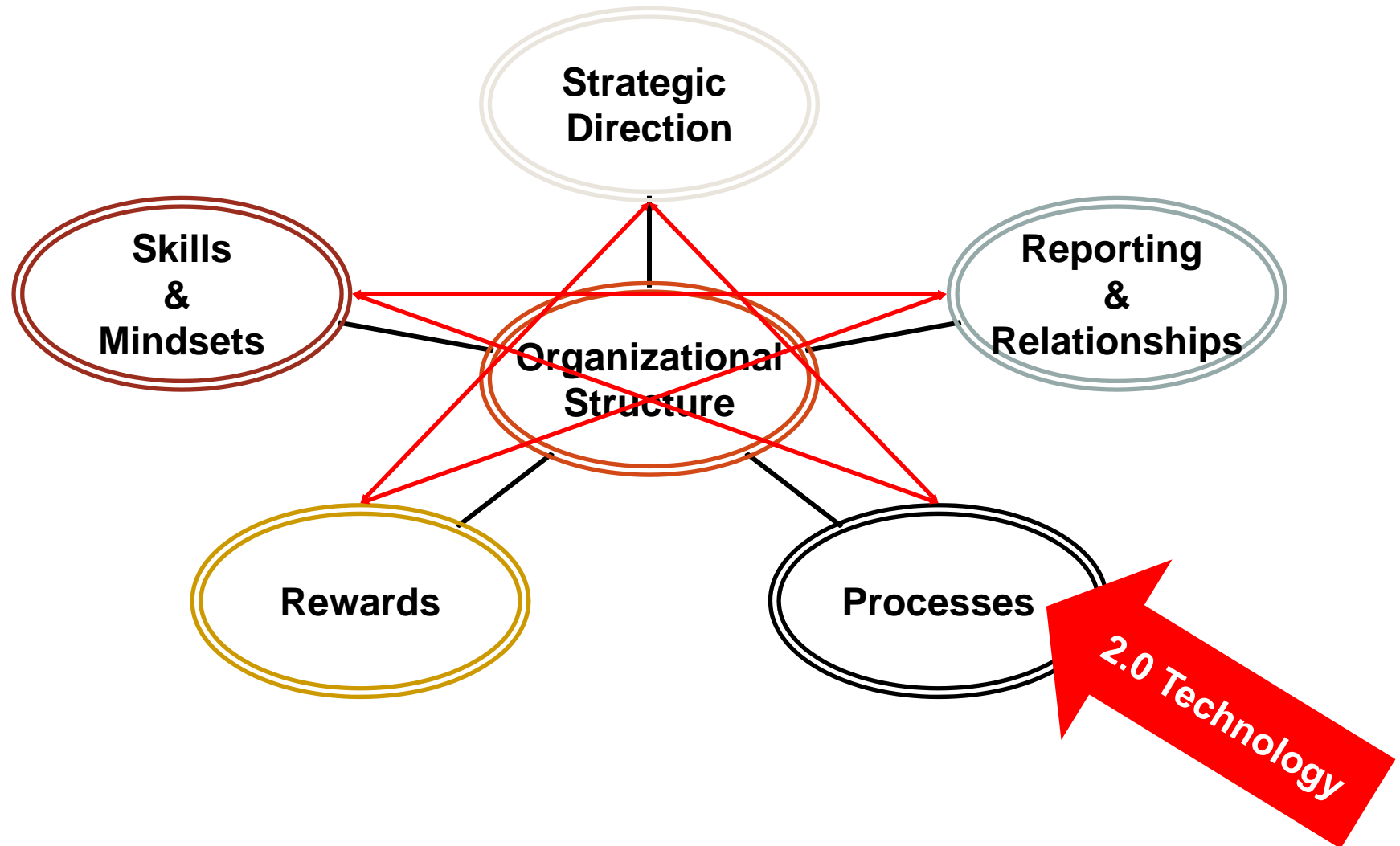


Organization Focus

Structure should create an organizational focus on the right issues at the right time

What IS the library's main focus?

Galbraith's Star Model



Imperative that we use the devices, not vice-versa

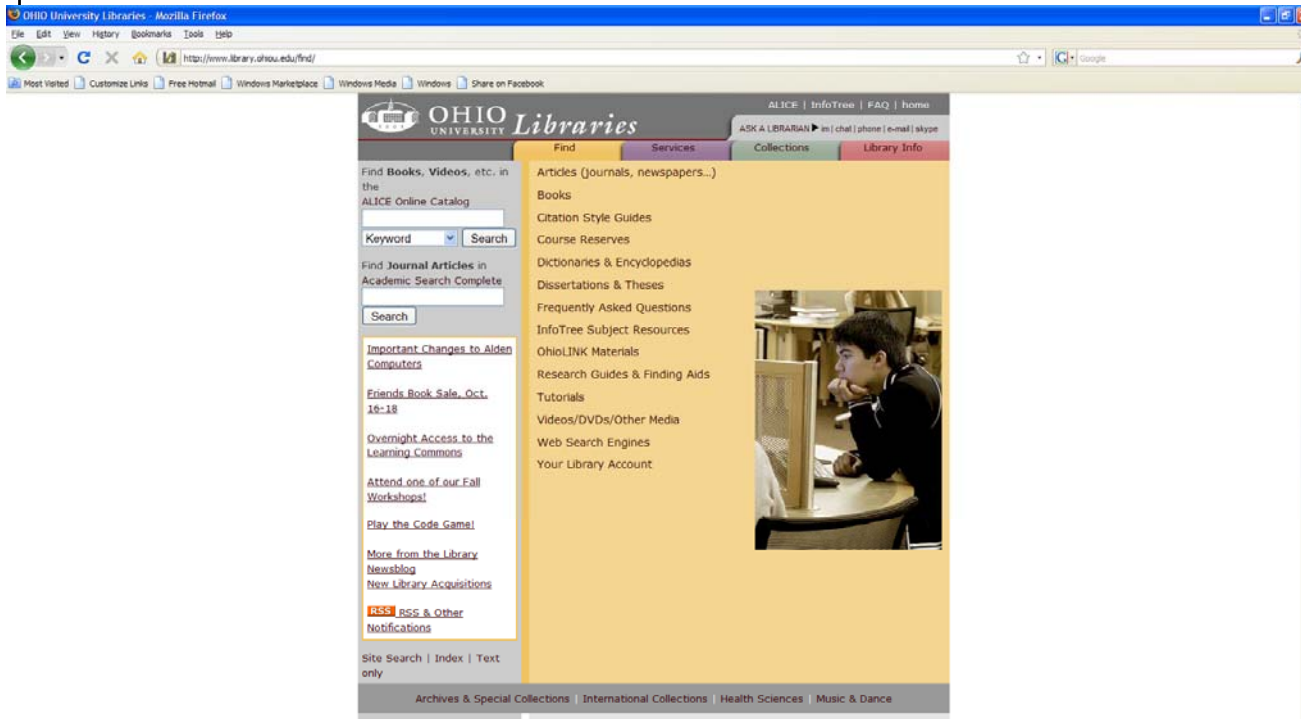
Ask not what the technology can do for the organization, ask
what the organization wants the technology to do for the
people



2.0 libraries



2.0 toolbox



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What I'm finding

- 2.0 libraries are realigning staff on a team-by-team basis
- They recognize it's the people skills & approach that matter the most
- They know the larger organizational issues have to be addressed, but....

2.0 critical success factor

Design the structure to exploit the library's
uniqueness, services & people and.....focus on the
issues



2.0 Hierarchies

Oh yeah!

Flexible & adaptive



But!

“fulfill our deep needs for order
& security..show us how we
are climbing....give us
identity...”

Leavitt, HBR, March 2003

Can lead to power-abuse,
dishonesty, territory
posturing, fear &
complacency

Who is looking at this?

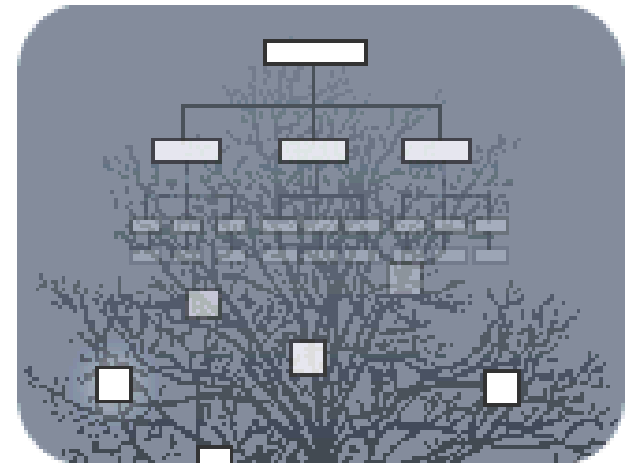
1. Tom [Davenport](#) – Harvard Business Review
 - decision-making, knowledge management & process design
 - dubious of 2.0 tools changing structure in the near term
 - <http://blogs.harvardbusiness.org/davenport/>
2. Andrew [McAfee](#) – Harvard Business School
 - technology perspective
 - hopeful for the empowering possibilities of 2.0
 - <http://andrewmcafee.org/blog/>
3. [The future of work.net](#) especially their /blog
 - based on Charlie Grantham's Future of Work book (great)
4. Jessica Lipnack – author of Virtual Teams
 - <http://endlessknots.netage.com/> - fantastic
 - [OrgScope](#) & [working papers](#)

Who is looking at this?

*“a dynamic flow of power and authority
based on trust, knowledge, credibility and
a focus on results enabled by
interconnected people and technology.”*

<http://blog.wirearchy.com/>

Jon Husband
Techno-anthropologist



Should you be asking those questions?

“Good people in a poorly designed organizational structure fail, while average people in a healthy organization succeed.”

o N. Dean Meyer and Associates

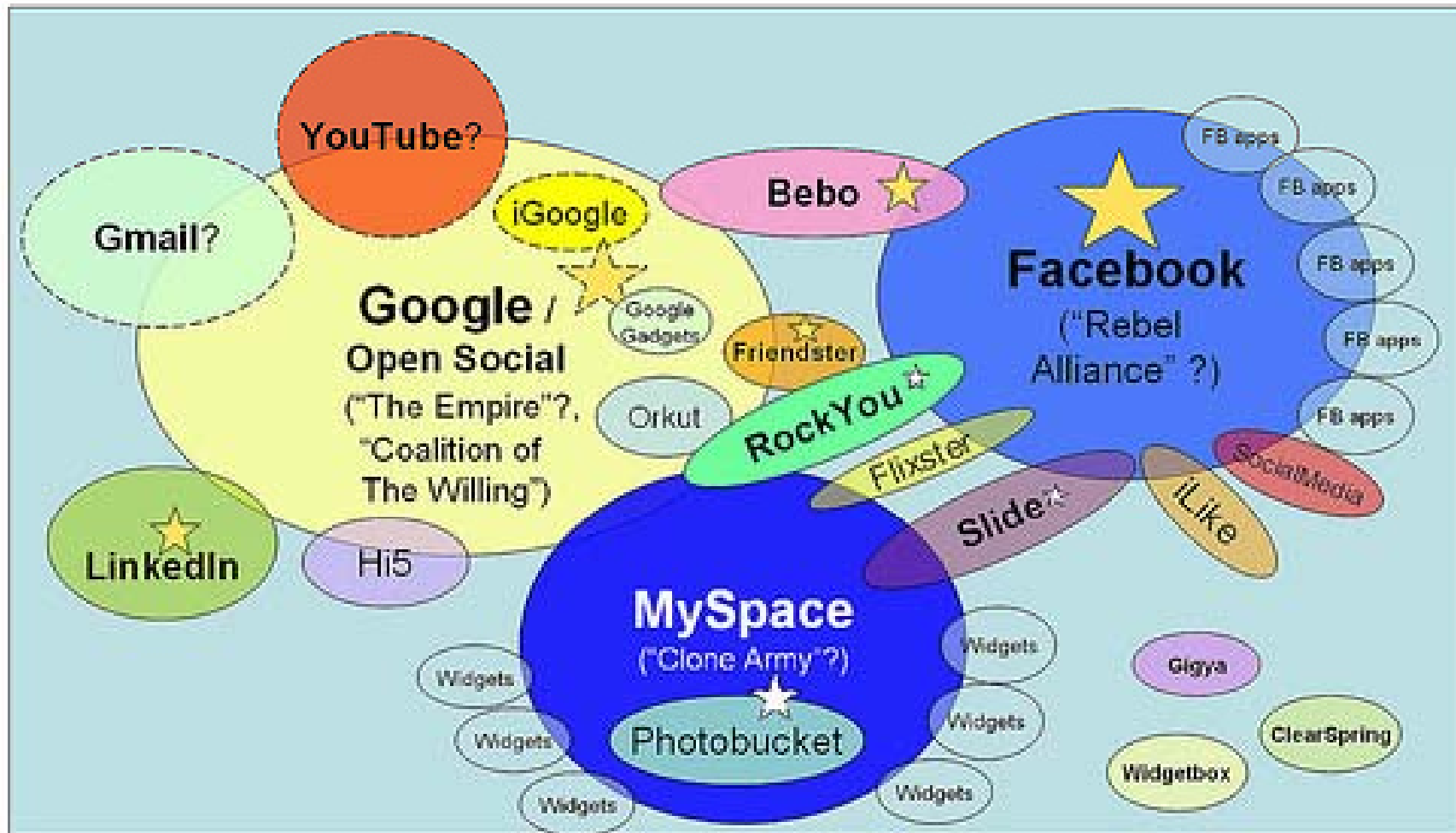
Structure that is not supportive or strategic will never succeed, regardless of technology



So what are the tools?

What is the future architecture of work?

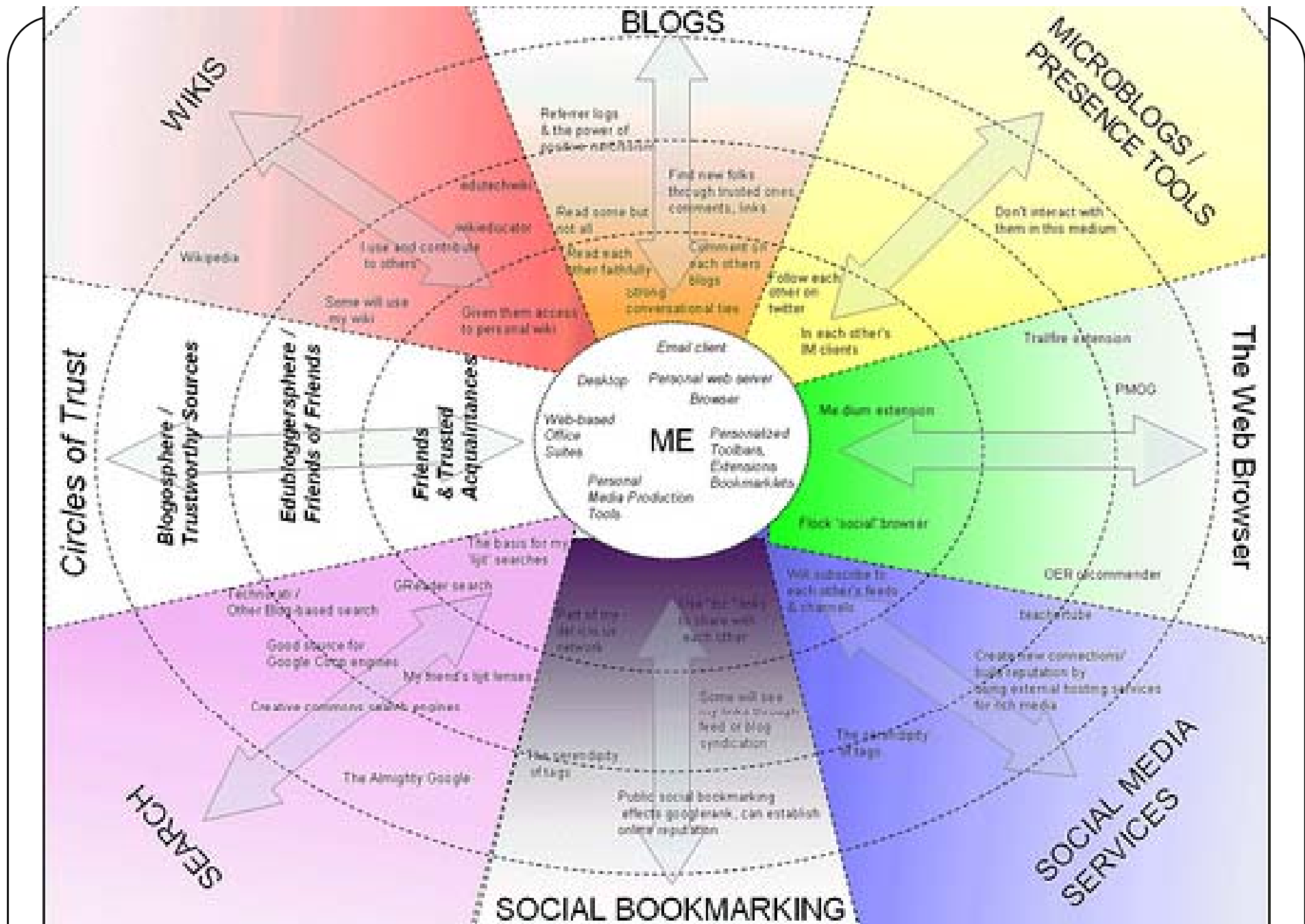
Social Graph Platform Wars



★ = announced Platform / API
☆ = unannounced Platform / API

AMAZON

Platform Wars insanity: Dave McClure, 12/12/07
<http://500hats.typepad.com> | <http://500hats.com>

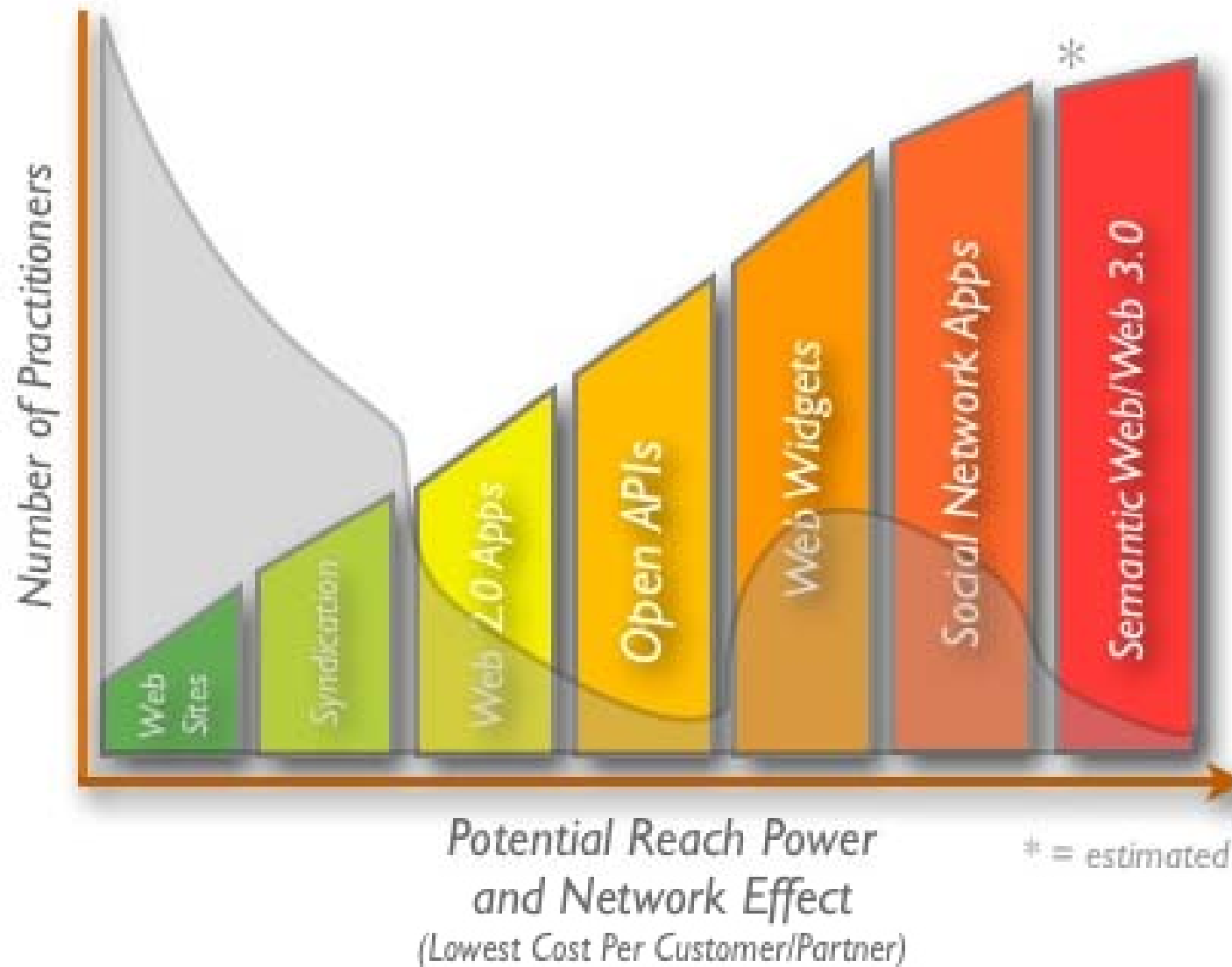


<http://www.flickr.com/photos/nessman/2590572476/>

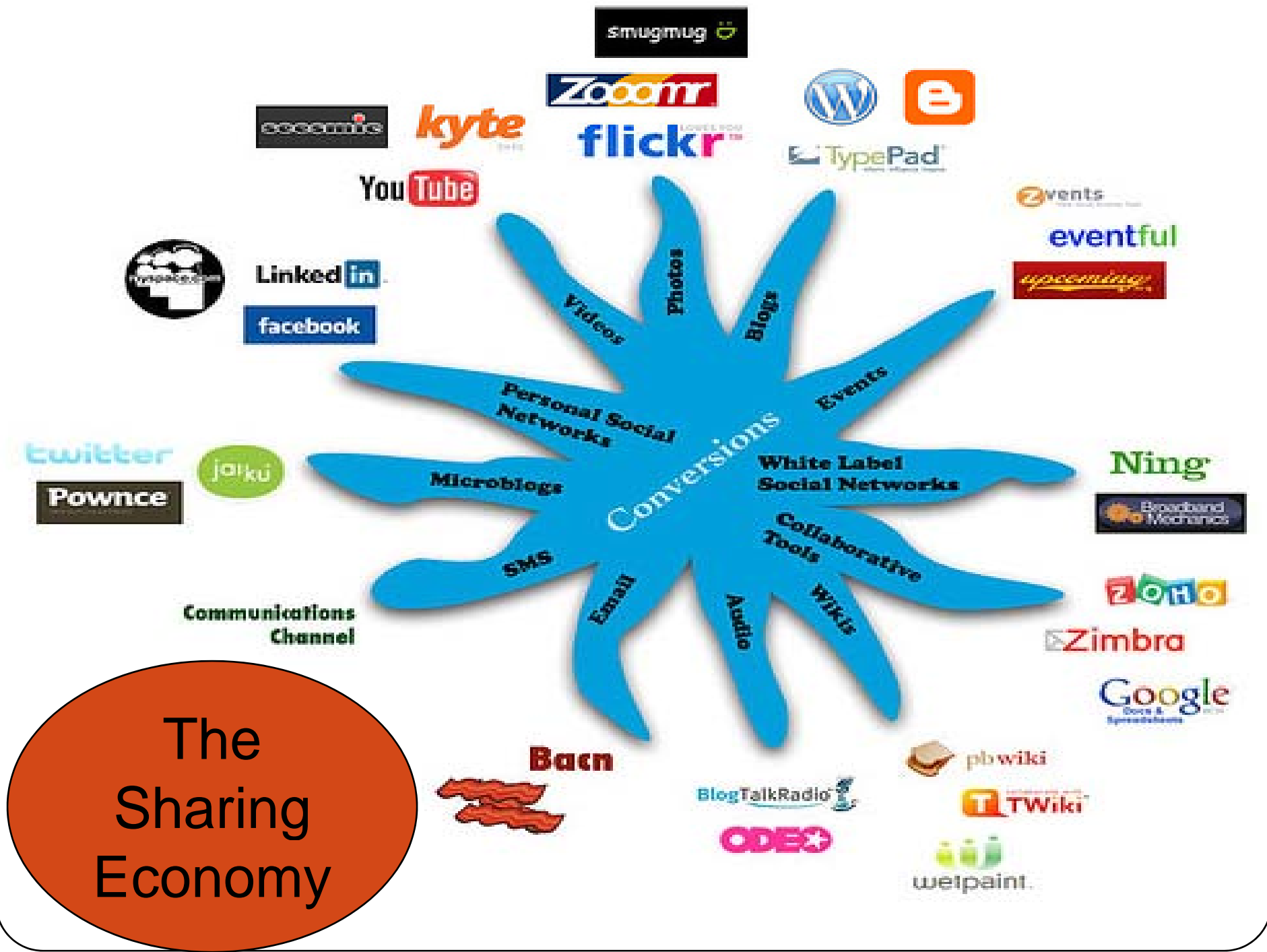


<http://www.flickr.com/photos/briansolis/2735401175/>

The new Web 2.0 era distribution models remain largely untapped



Source: Dion Hinchcliffe. 2008. Hinchcliffe & Company. <http://hinchcliffeandco.com>



The Sharing Economy

Collaboration Suite

Wikis

Collaboration Suite

Tagging

Collaboration Suite

The Cloud

Get Good at The Cloud

YAHOO!

AOL

Bebo

Google

Microsoft

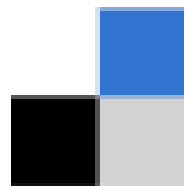
News Corporation

myspace.com
a place for friends



zotero

ZOHO[®] Docs *beta*



delicious

Google
Chrome BETA

Collaboration Suite

B logs

Collaboration Suite

Photos

Collaboration Suite

SlideShare

Collaboration Suite

Mobile

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



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)

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.

twitter

flickr

facebook

Collaboration Suite

Social Networks

Be Where Your Users Are



plaxo

Ning

LinkedIn



knol™
A unit of knowledge.
BETA



MySpace Developer Platform
a place for developers™



opensocial

SUCCESS



How should I get there from here?



Collaboration Suite

SLA CLICK University Free

SLA Innovation Laboratory

SLA 23 Things

\$160 or \$35

35,000 Free videos

A free business bestseller every week

1,000 plus free eBooks

Free software in SLA Innovation Lab

SLA Centennial Conference

More



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: PlayWeek*
- *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



PLAN

Be a Lab Rat!
Experiment, continuously



Why should anyone collaborate with
you?



Positioning SLA for the Future:

Alignment Initiative **Results** and **Recommendations**

Presented Tuesday, January 13, 2009, in Savannah, GA

FLEISHMAN
INTERNATIONAL COMMUNICATIONS
HILLARD



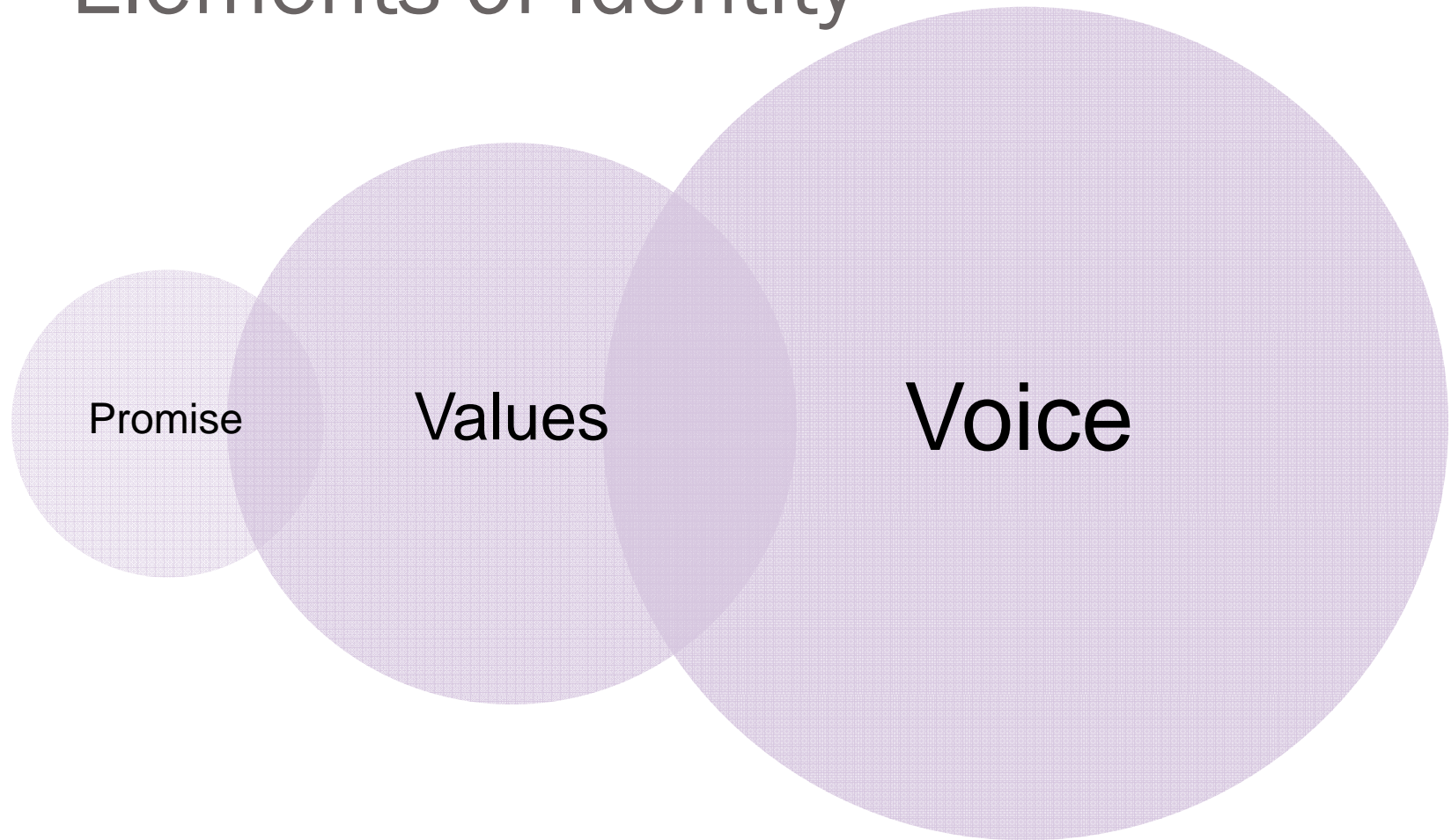
OUTSELL 



“ [It] seems evident enough from all that has been said, that the old type of library must **modify itself in accordance with the new needs** which the **evolution of knowledge** and the growth of print have created”

–John Cotton Dana, “Librarian at Large”

Elements of Identity



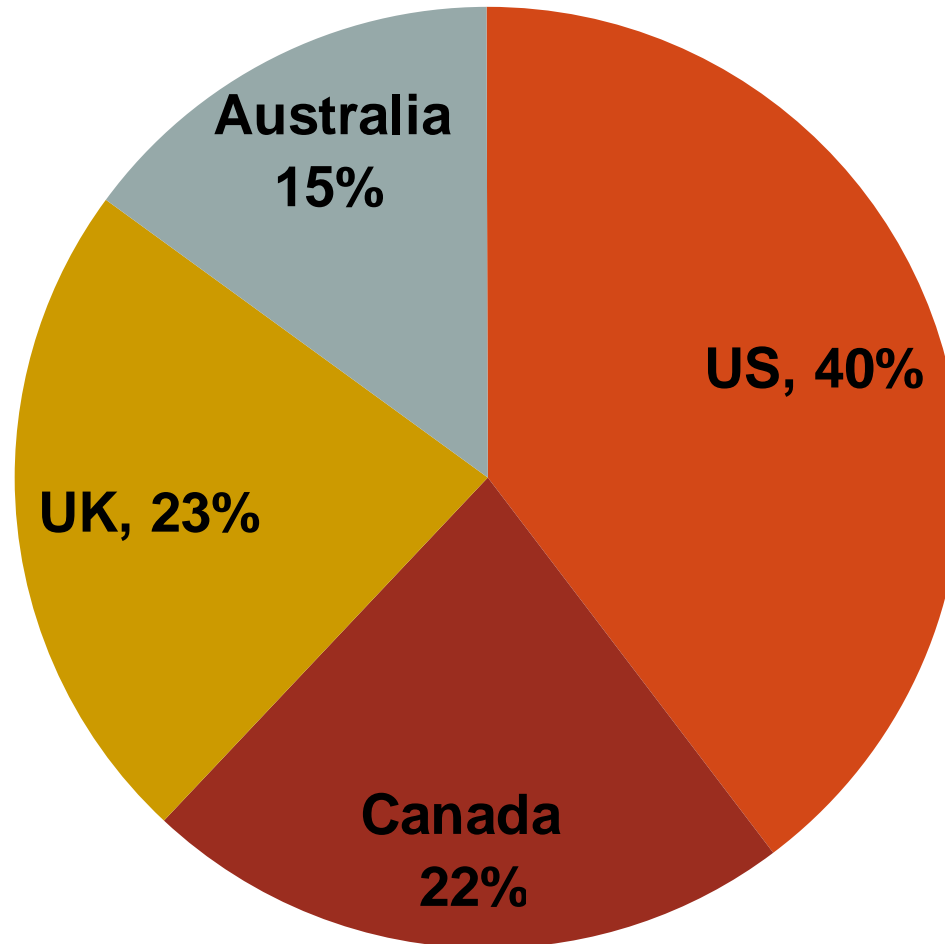
Primary Research

Segmentation and Sampling Design

Country	C-level Execs	IT Pros	HR Pros	Marketing Pros	Strategy Pros	Info Pros/ Librarians	Totals
US	25	25	25	25	25	175	300
UK	25	25	25	25	25	25	150
Canada	25	25	25	25	25	25	150
Australia	25	25	25	25	25	25	150
TOTALS	100	100	100	100	100	250	750

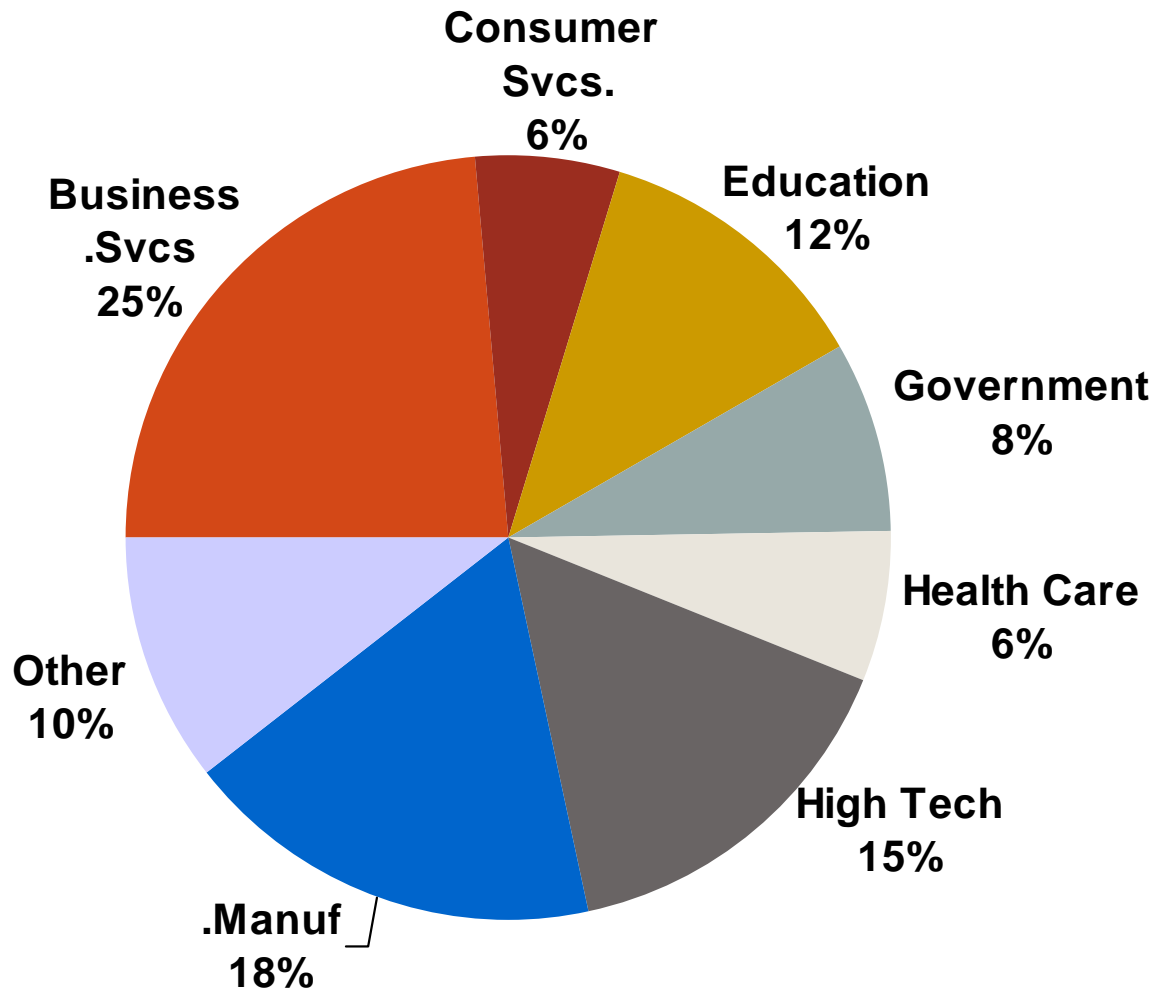
Demographics

Geographic Representation



Demographics

Market Sectors

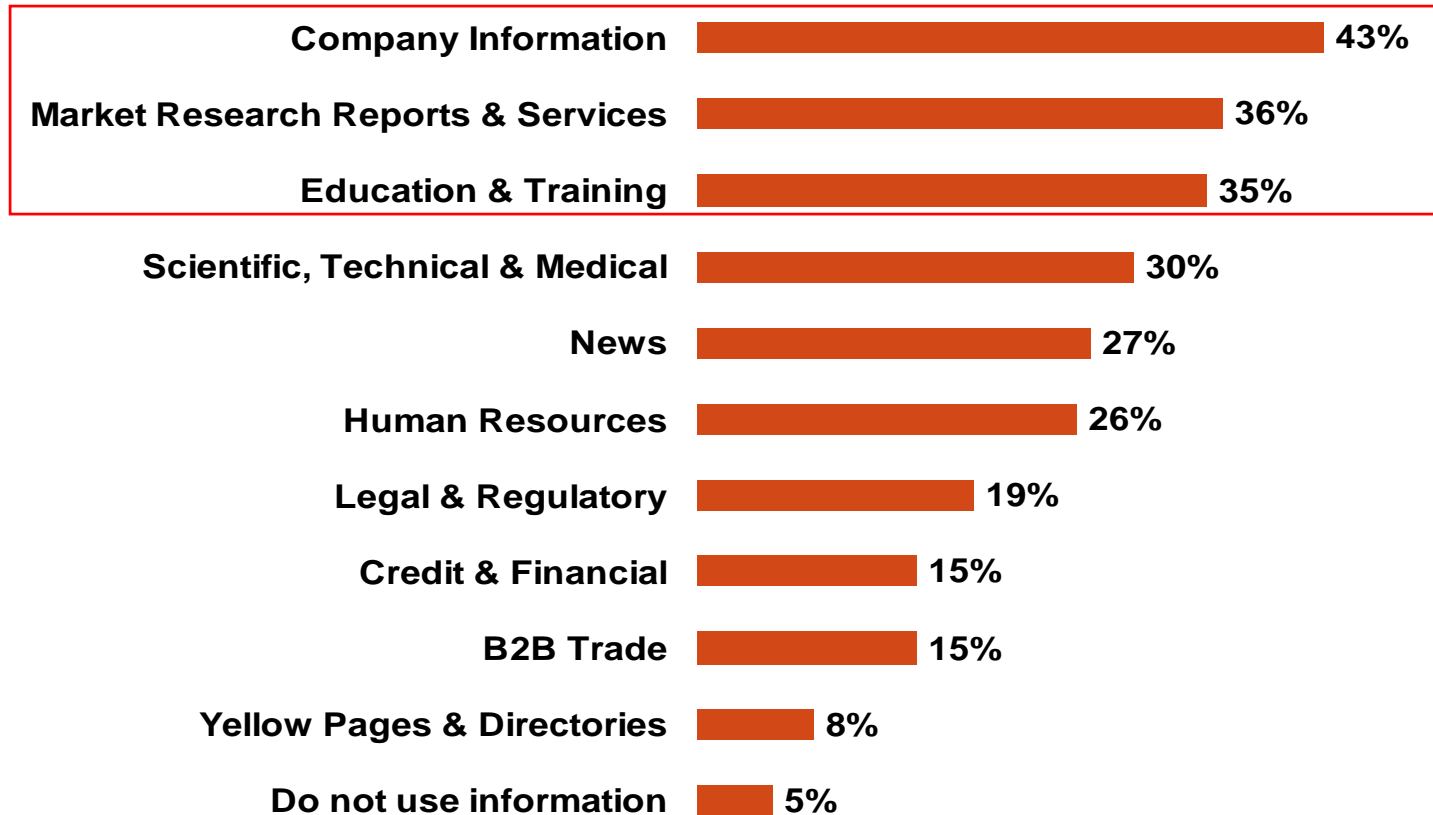


Key Findings

- Information Roles
- Information Habits
- Perceptions of Value
- Perceptions of Role

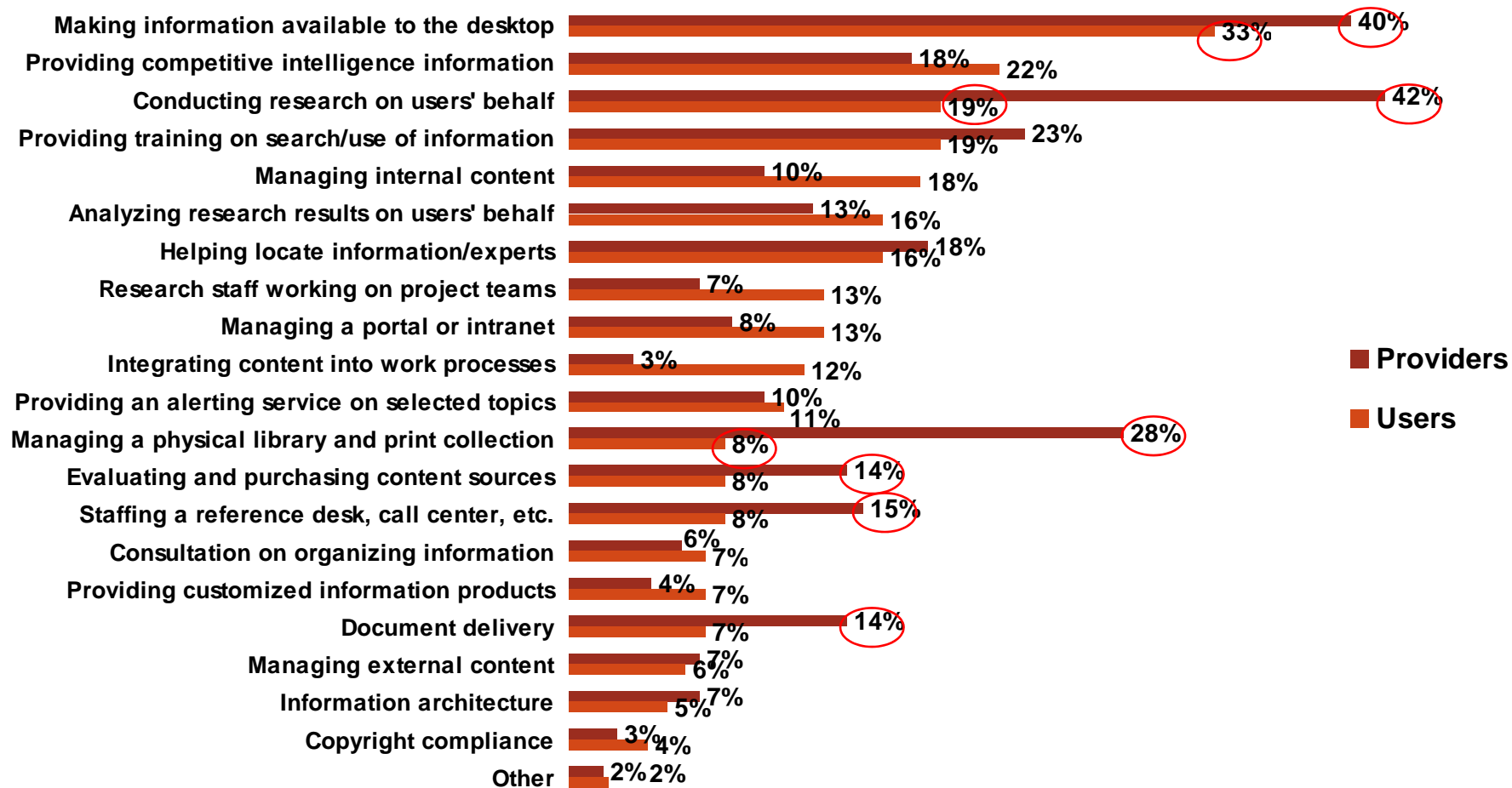
Information Habits

Top information categories



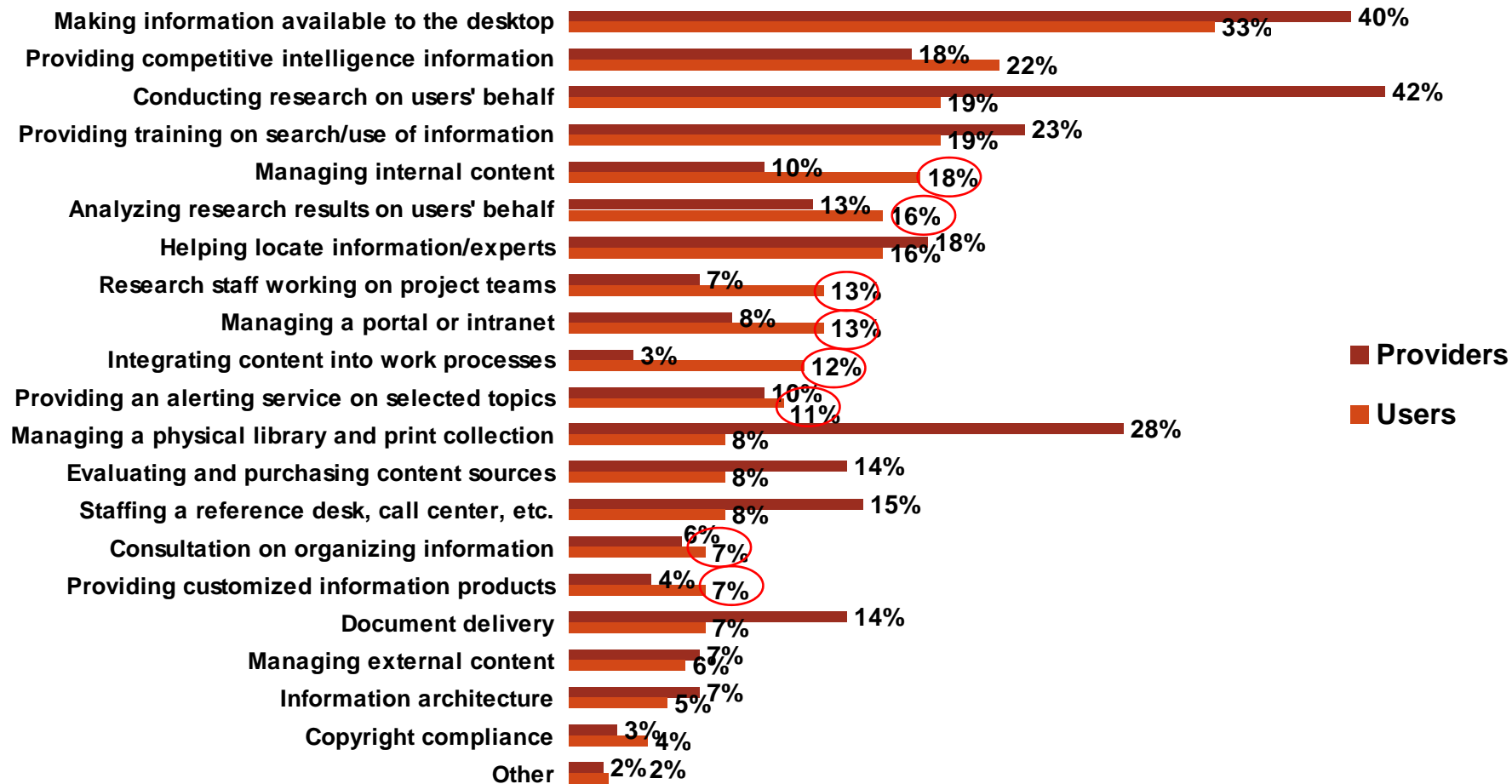
Perceptions of Value

Most Valuable Information Roles (Users vs. Providers)



Perceptions of Value

Most Valuable Information Roles (Users vs. Providers)



Perceptions of Value

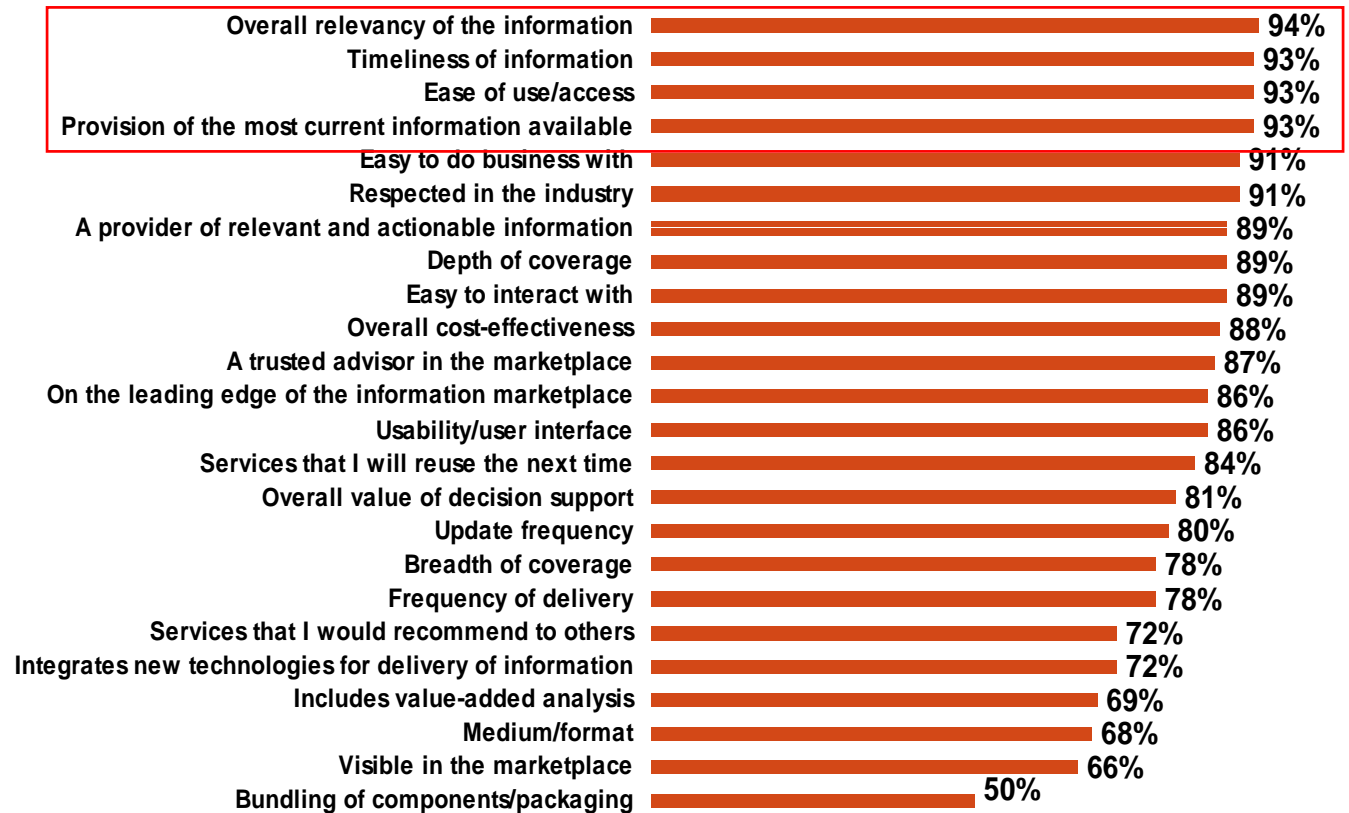
Most Important Attributes of Information Resources

Relevance of information
(94%)

Timeliness (93%)

Ease of use/access (93%)

Access to most current
information (93%)



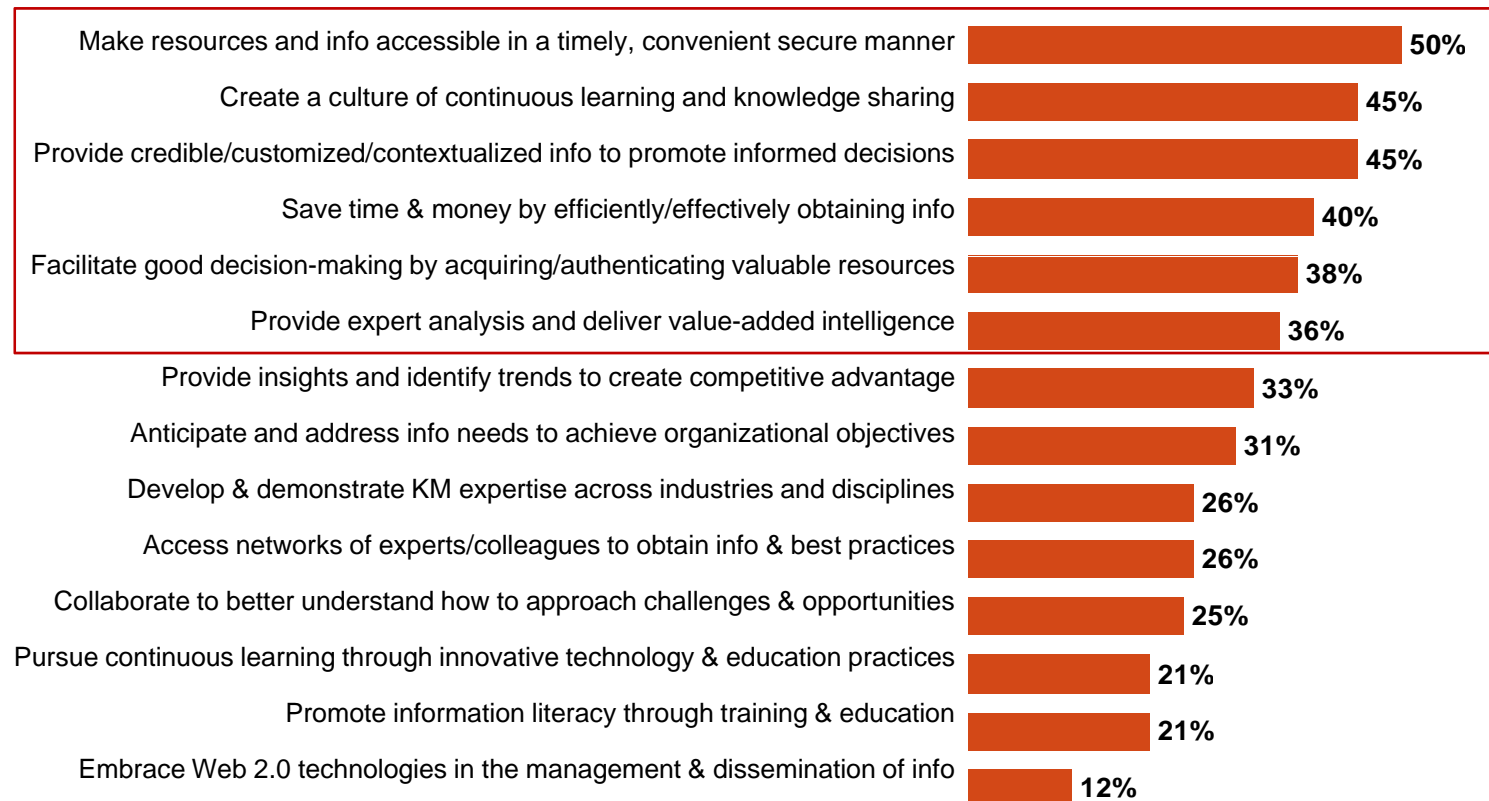
Perceptions of Value

Value of Information to Organizations



Perceptions of Role

Role of Information Professionals



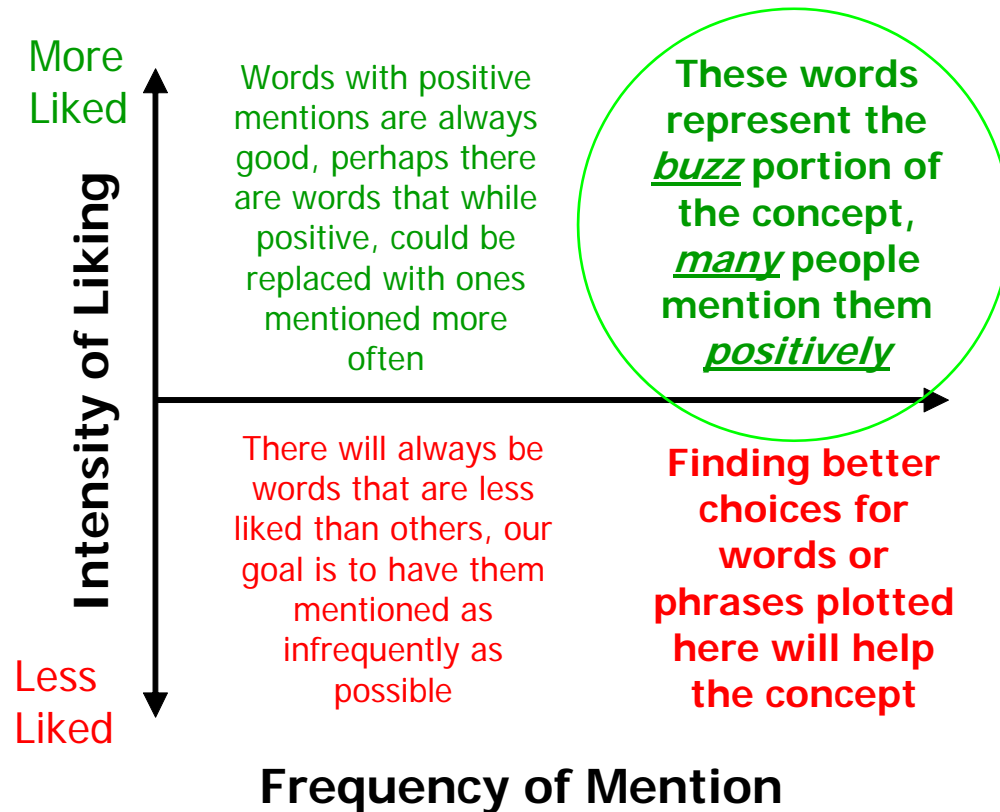
Perceptions of Role

Role of Association/Organization

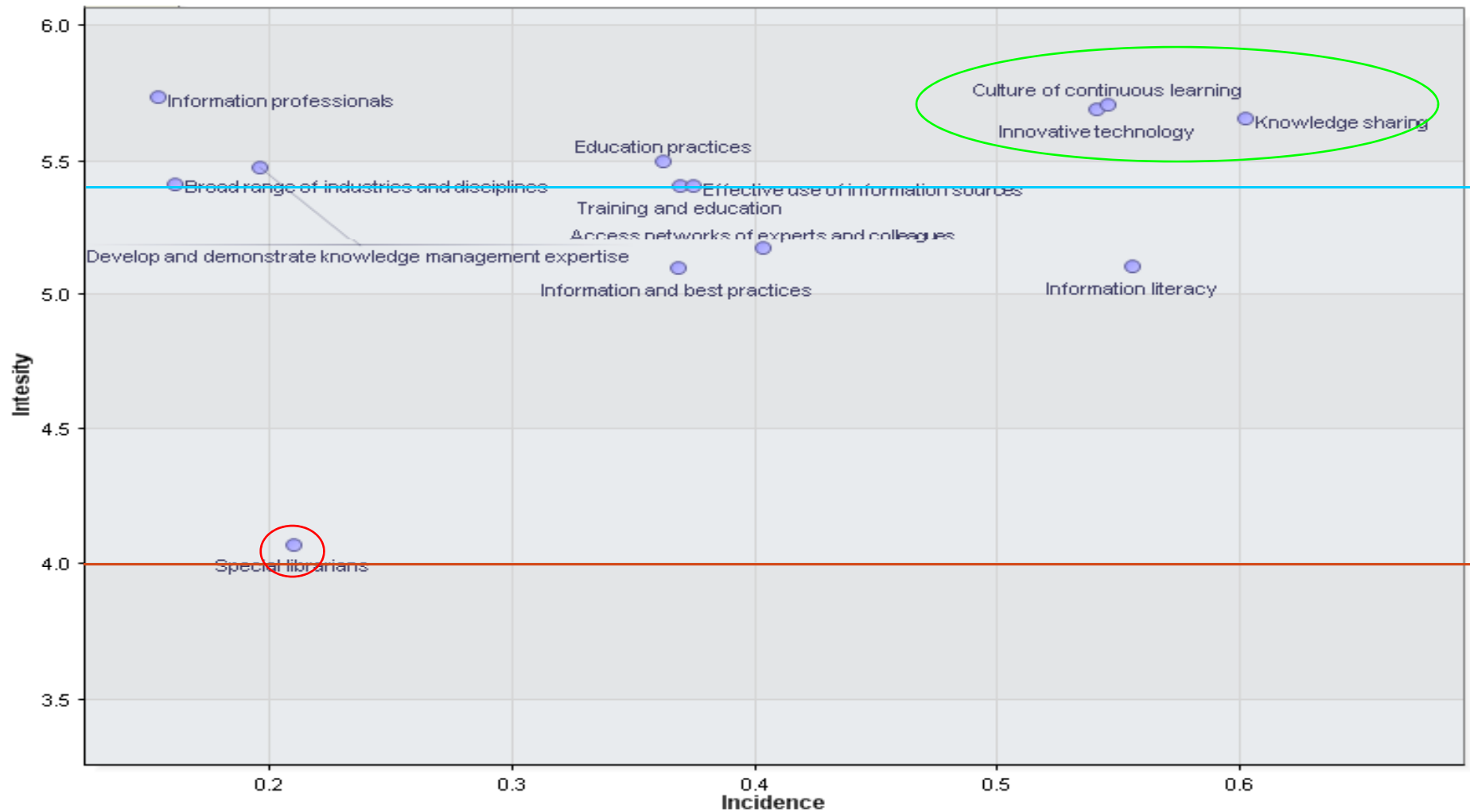


Interactive Editor

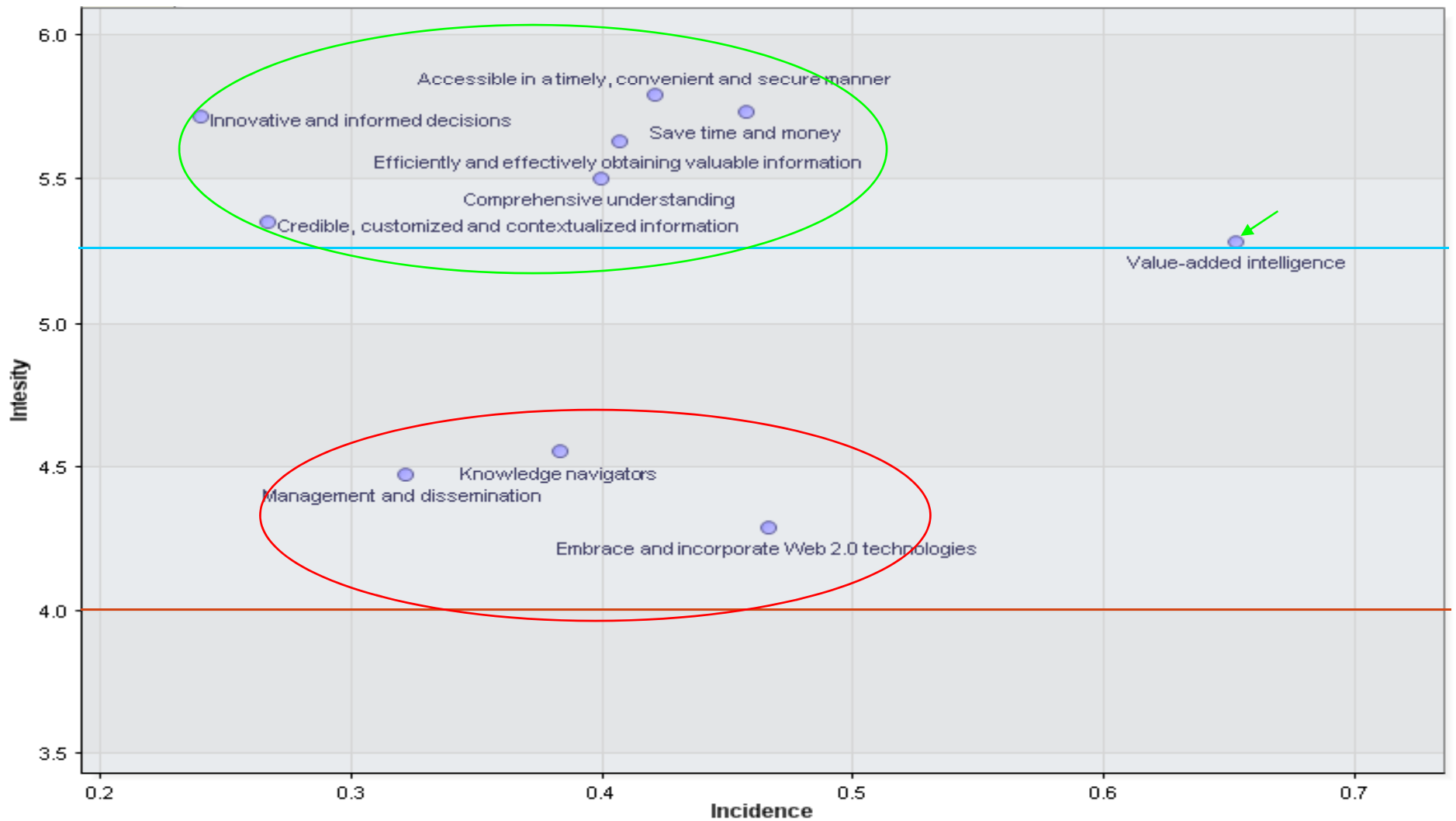
Respondents were asked to rate specific words and concepts



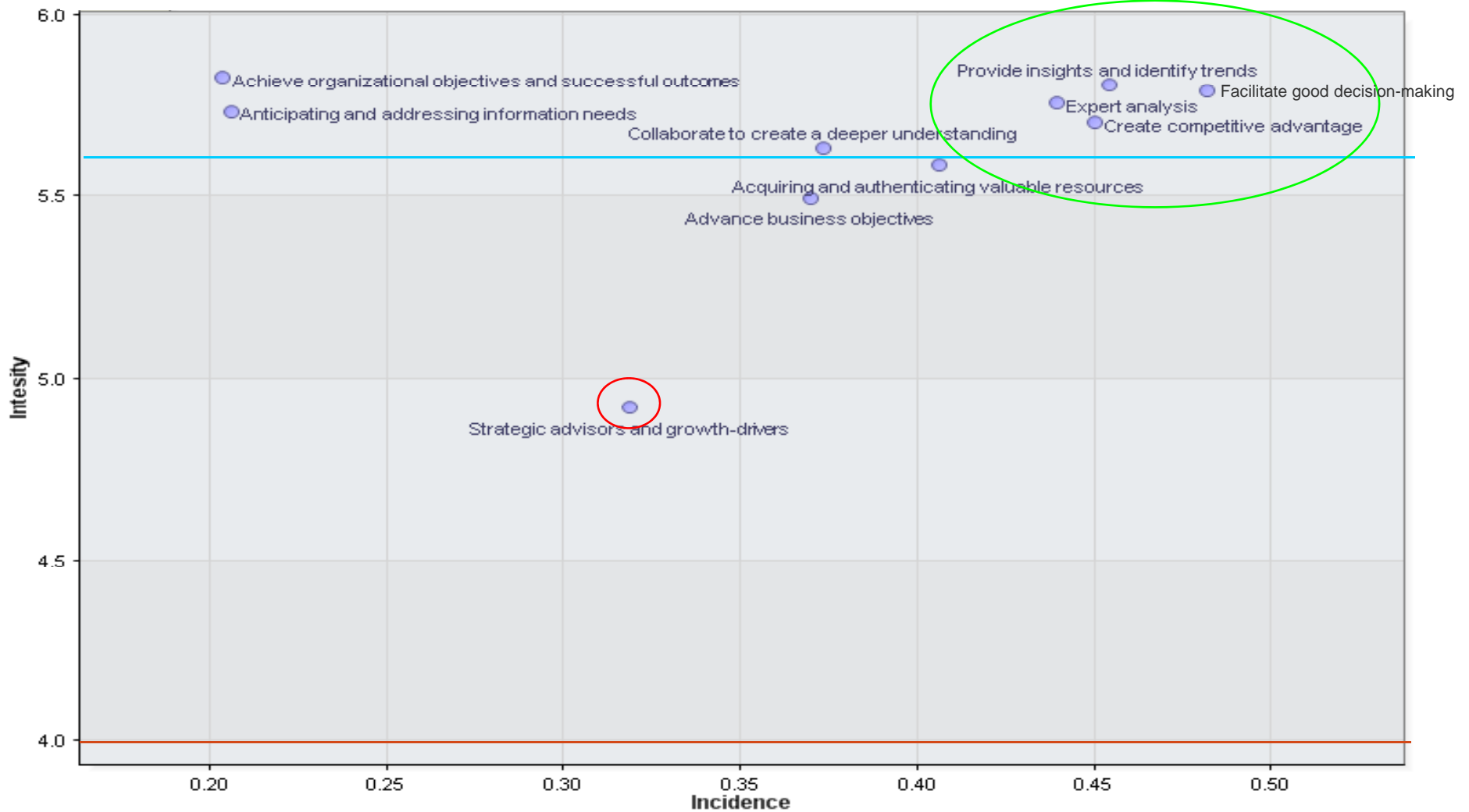
#1: Continuous Learning and Expertise



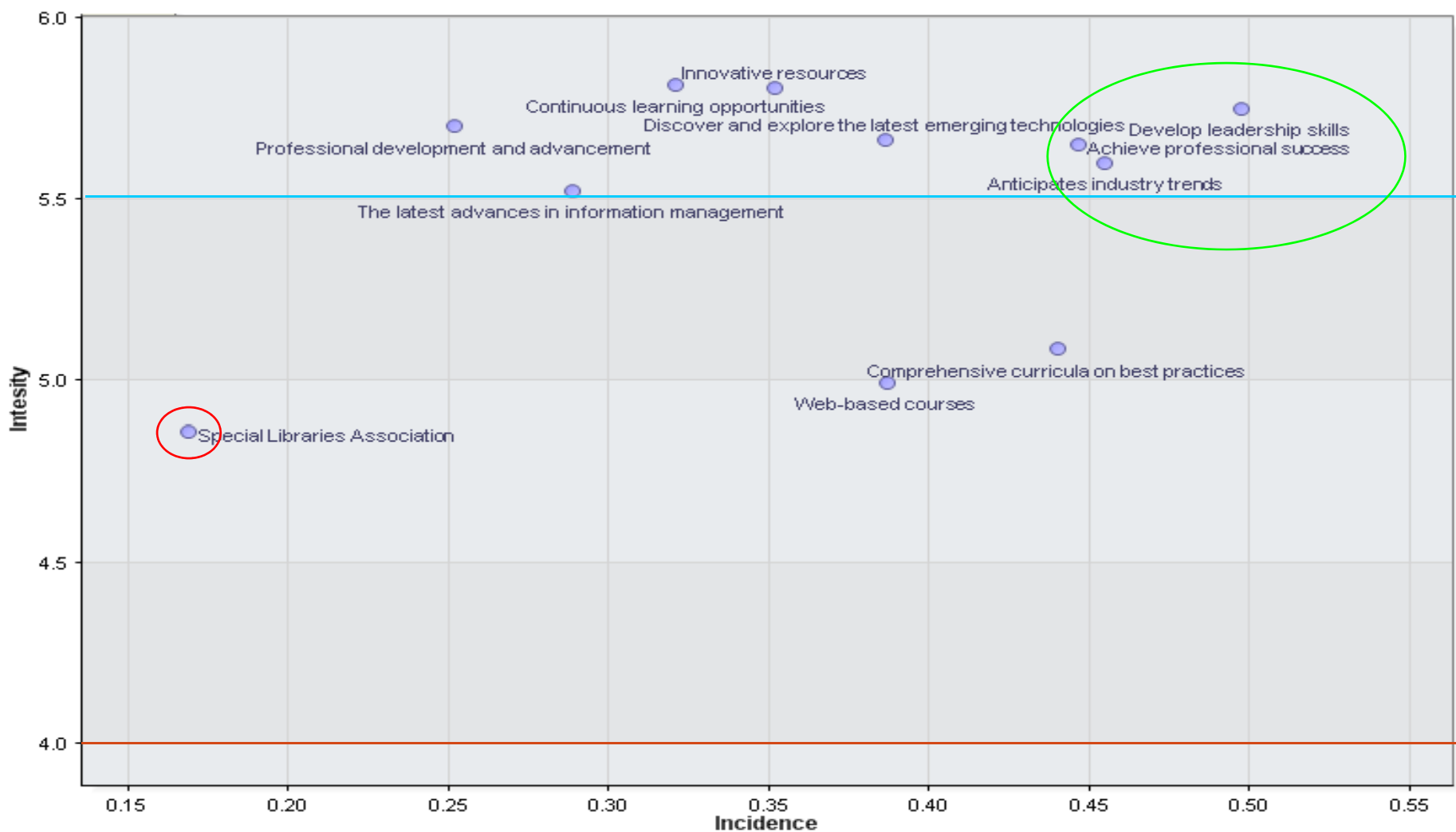
#2: Knowledge Navigators/Value-added Intelligence



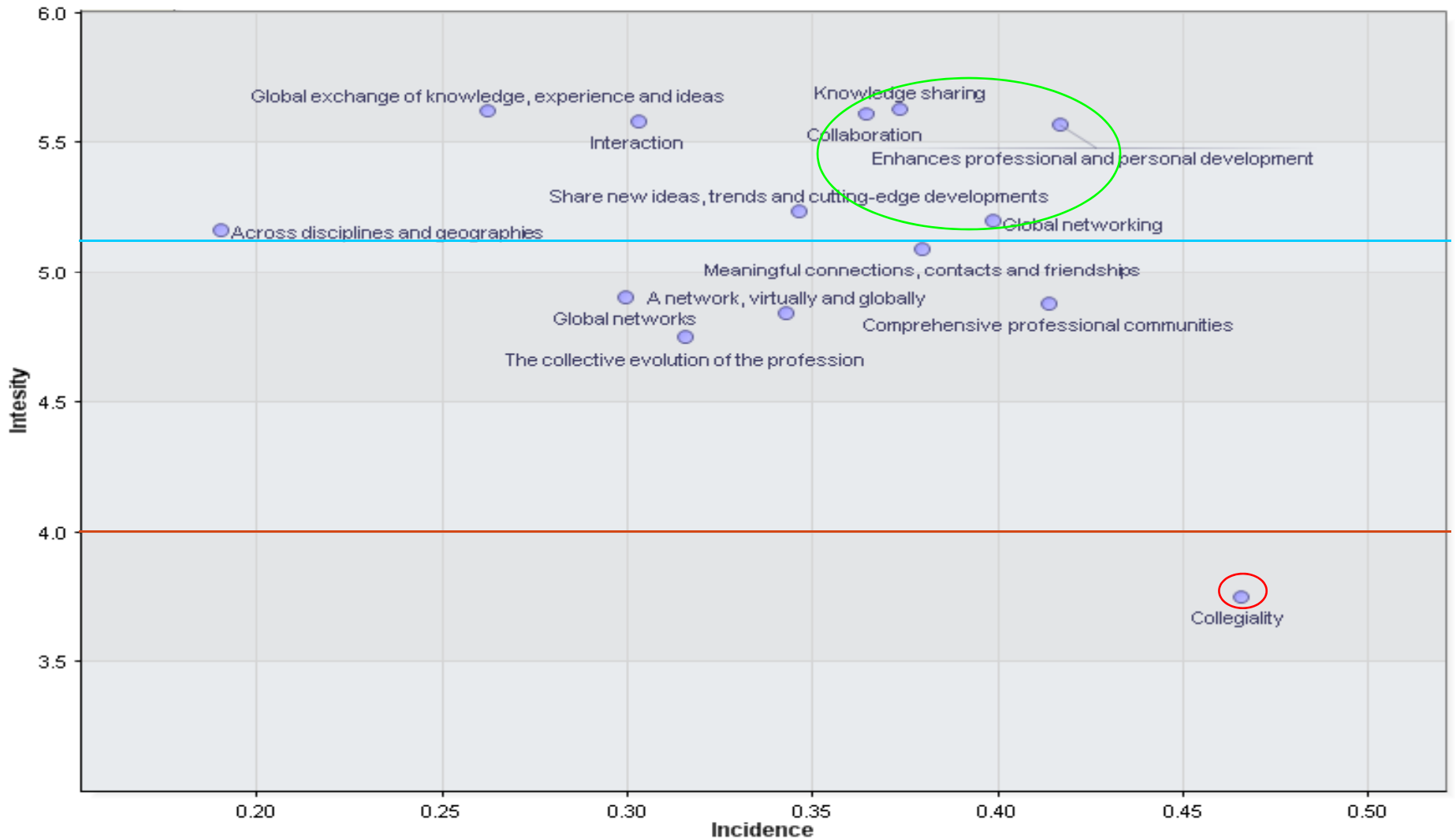
#3: Strategic Advisors/Growth Drivers



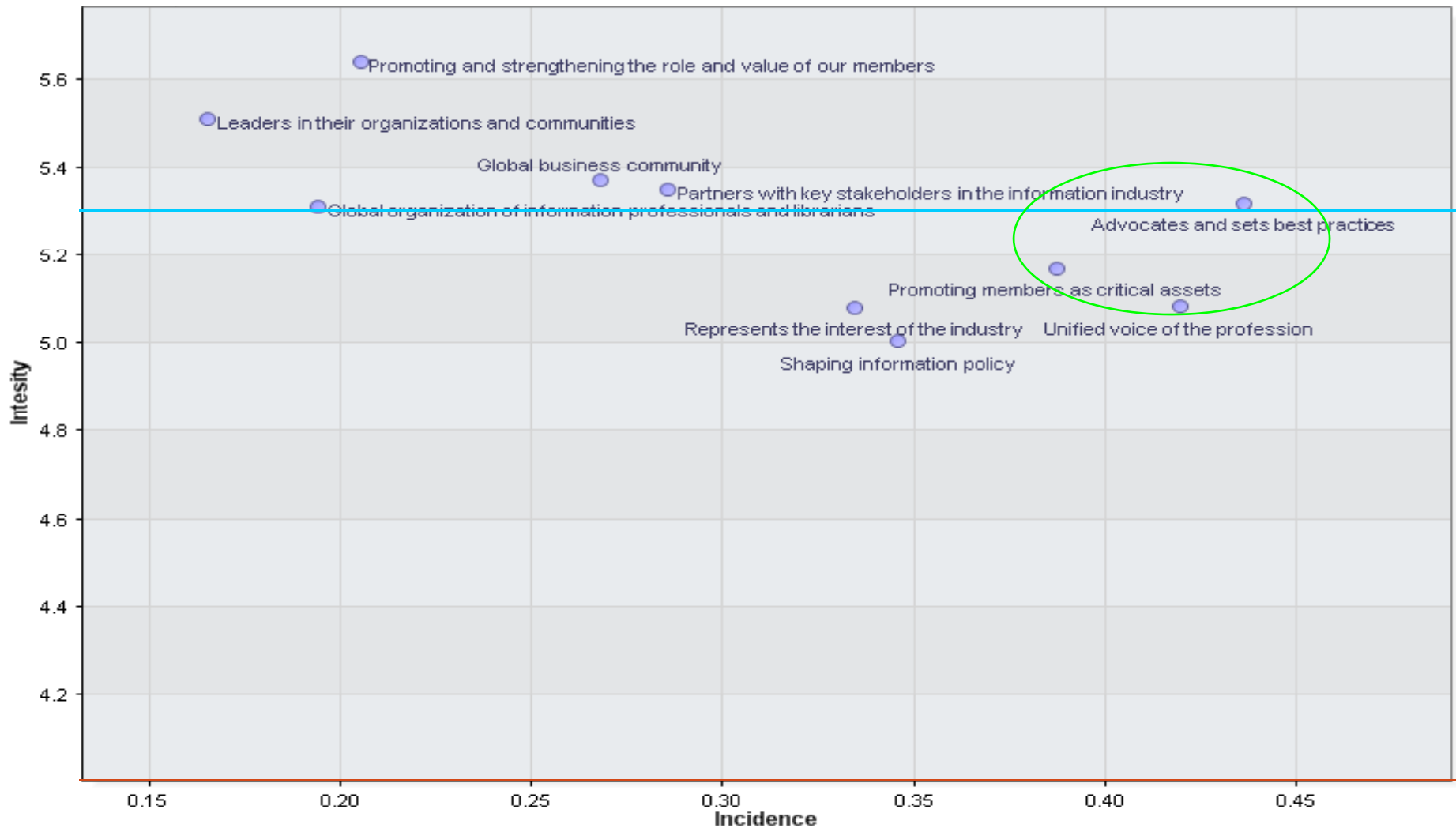
#4: Prof. Development/Advancement



#5: Networking/Personal & Prof.Connections

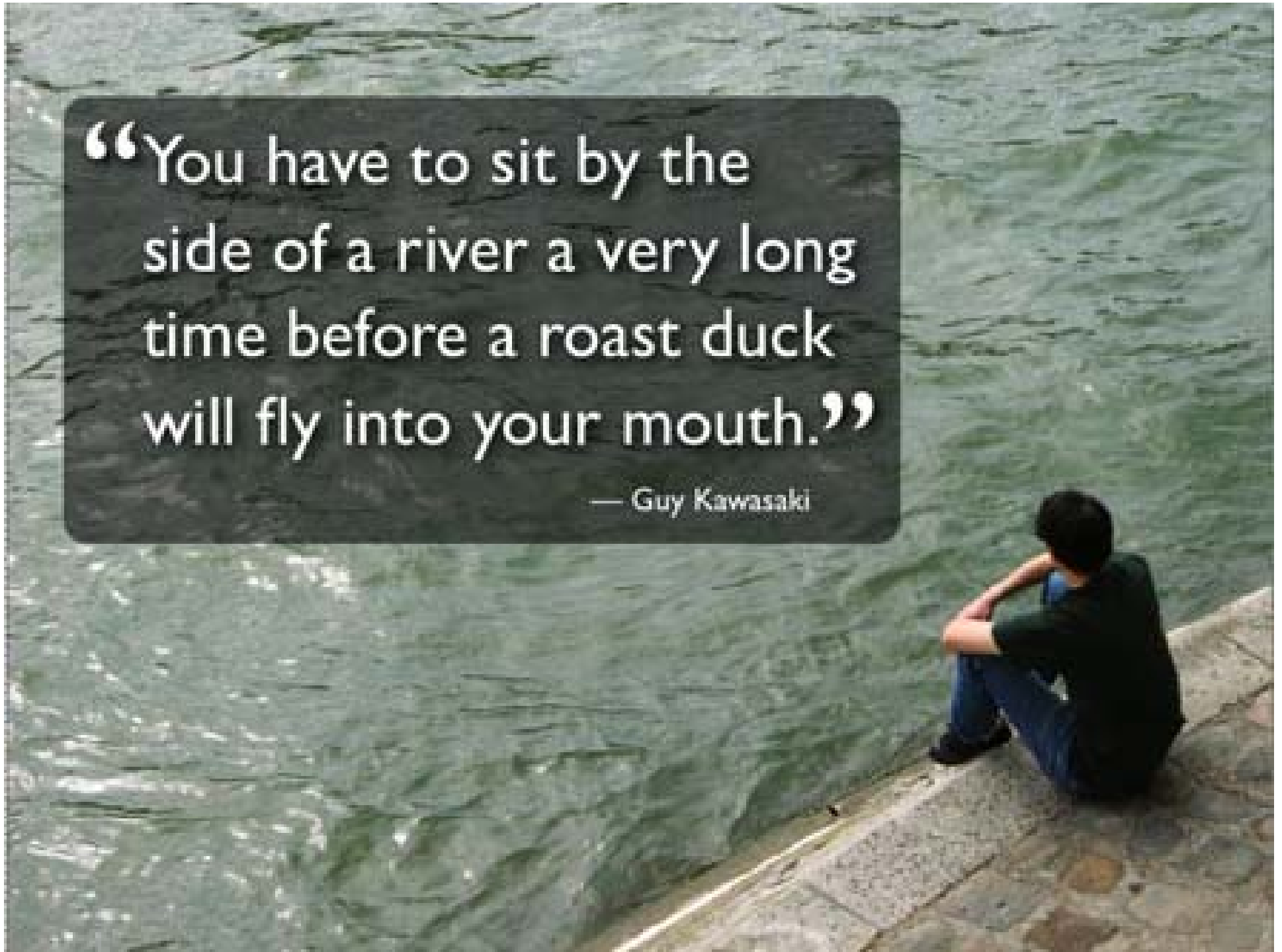


#6: Champions of the Profession



“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



Thanks!

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Stephen's Lighthouse Blog

<http://stephenslighthouse.sirsidynix.com>