Building Capacity for Change: Preparing Our Enterprises for New Information Strategies

AISTI, May 12, 2008
Stephen Abram, MLS, FSLA
President 2008, SLA
Vice President,
Innovation SirsiDynix
Chief Strategist,
SirsiDynix Institute
What does Transformation Mean?
The world is going to change with or without you...

get ready
Let’s Look At the Supposed Limits to the Future
Happily, There Are None.
Or, sadly, there are a lot.

- National Debt and National Borrowing
- Sub-prime Mortgage Crises
- Bankruptcies …
- Gold Prices
- Oil Prices
- War and Famine
- Ignorance and Prejudice
- Globalization
- Global Warming
- Mergers and Acquisitions
- Techno-schism and Technolust
The Perfect Storm?

- Facebook gets a $750,000,000.00 equity investment from Microsoft and two equity capital firms.
- Facebook introduces social ads last month on top of their F8 development platform (Beacon)
- Google heads past 10,000 licensed traditional publishers
- Google adds new libraries all the time to Google BookSearch and last week’s API.
- Google heads past $700.00 a share during a market drop. Buys Sprint??
- MySpace acquires Dow Jones and the Wall Street Journal and soon LinkedIn.
- Thomson acquires Reuters.
- Google announces that MySpace, Bebo, Engage.com, Friendster, hi5, Hyves, imeem, LinkedIn, Ning, Oracle, Orkut, Plaxo, Salesforce.com, Six Apart, Tianji, Viadeo, and XING have joined Google OpenSocial - their new "open" platform for development anywhere. Yahoo! joined
- MySpace, Facebook and Google Cooperate on identity!
- Google introduces Google OpenMobile Open Handset Alliance / Android development platform
- The Canadian dollar has soared past the US $ then par-ish
- And the first US Boomer applied for their pension in November.
- Strap yourself in, 2008 is going to be a fine ride. Enjoy.
The Perfect Storm

- US National debt increases affecting global economy
- $4+ gallon gas in US messes biggest consumer economy
- Google (Search, Ads, & Apps) Dominance?
- Global Change (China, India, EMEA)
- Consumer and Oil demand in China and India
- Fallback in US education capacity at all levels
- Format agnosticism
- 3.5 billion mobile phones
- Generations turtle driving user behaviour changes
- Multi-type Consortia increase of necessity
- New standards (XML, JSR168, etc.) drive portalization and personalization of the web
- New social competitors emerge to Google, MS, Yahoo, Ask, etc. Second Earth?
Pew 2020 Predictions

• North America finally, hits tipping point

• Very low cost, ubiquitous and fast global network

• Humans remain in charge of technology in the near term but automated “smart agents” will proliferate

• Virtual reality will be compelling enough to enhance worker productivity (Gartner predicts that by 2012 80% of Internet users will use an avatar.)

• Technological addiction problems will arise

• Tech “refuseniks” will emerge as a cultural group

• Privacy will emerge as a more balanced issue
Kaufman’s 2020 Predictions

• Over the next 13 years an iPod size device will hold:
  • 1 year’s worth of video (8,760 hours) by 2012 (5 years from now)
  • ALL the commercial music ever created by 2015 (8 years), and
  • ALL the content ever created (in all media) by 2020 (13 years).

• This will drive a new global phase of large informational hubs on the web and massive aggregations of content and services.
• What does this Internet and personal device hybrid world look like?
Emerging Research Environment
## LIBRARY 2.0 MATRIX

<table>
<thead>
<tr>
<th>Resource Environment</th>
<th>Web 2.0 as Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Library catalogue</strong> - MARC compliant</td>
<td><strong>E-learning 2.0 environment</strong> - LMS, ELGG, LAMS etc.</td>
</tr>
<tr>
<td><strong>Web 2.0 platform 24/7</strong> - adaptable user interface</td>
<td><strong>Social Networks</strong></td>
</tr>
<tr>
<td><strong>Information services</strong> - Online, Virtual Learning spaces</td>
<td>- MySpace/Facebook</td>
</tr>
<tr>
<td><strong>Blended digital Web Collections</strong></td>
<td>- Blogs &amp; Wikis</td>
</tr>
<tr>
<td><strong>Blended digital repository</strong></td>
<td>- Read/Write web functionality</td>
</tr>
<tr>
<td><strong>Digital access for personal organisation</strong> - E-reserve</td>
<td>- Social Bookmarking</td>
</tr>
<tr>
<td>- Borrower loan access</td>
<td>- Images &amp; multimedia sharing</td>
</tr>
<tr>
<td><strong>Digital access for licensed collections</strong> - e-books, videos &amp; multimedia, images, learning objects, etc</td>
<td>- Podcasting &amp; vodcasting</td>
</tr>
<tr>
<td>- specialist online databases</td>
<td><strong>Folksonomy</strong> - Tagging for personalisation</td>
</tr>
<tr>
<td><strong>Federated searching</strong> - Z39.50</td>
<td><strong>Searching</strong> - Browser and desktop API</td>
</tr>
<tr>
<td><strong>Taxonomy</strong> - supported by global metadata standards</td>
<td>- Blogs &amp; social networks</td>
</tr>
<tr>
<td></td>
<td>- Visual &amp; metasearch engines</td>
</tr>
</tbody>
</table>

Our Careers Have Seasons
Found New World Order

Your new world order is installed and ready to use.
How well do they know us?
CHANGED PRIORITIES AHEAD
Going Green Slides

• These PPT slides will be at my blog:
  • Stephen’s Lighthouse
    • http://stephenslighthouse.sirsidynix.com
  • Or give me a USB drive and I’ll give you a copy.
What’s New (or new enough)?

- Semantic Web (Twine)
- The Cloud (Google, Zoho and MS etc.)
- No choice search engines
- GIS oriented search and ads
- Infinite fulltext books
- Streaming media and spoken word search
- Personalization 3.0
- Microblogging
- Device proliferation (Kindle, iPhones, etc.)
- What’s old? Attacks on research, rights, intellectual freedom, access, copyright balance, privacy, DRM, patents, trademarks, voice, etc.
Librarian Magic
- Networking
- Learning / Professional Development
- Influence / Lobbying / Public Education
- Selling Stuff (You gotta survive!)
Association Expectations 2.0

- Connect me – to information, to other members, to influencers, to staff
- Deliver an ecology where I can learn
- Deliver an experience that engages
- Let my voice be heard
- Be there virtually and physically
Supporting the Tradition

- Membership Growth
- 2009 Centennial
- Strategic Alignment Research
- A New AMS! Yay, eventually.
- E-learning accreditation (IACET) and learning partnerships
- Special partnerships, e.g. SIIA, ASAE, InfoToday, educators
Traditional Value

- Units – chapter, divisions, caucuses
- Leadership opportunities
- Professional development

- Publications
- Discussion Lists
- Influence, educating influencers
METABOLISM

The slower it gets, the faster it catches up with you.
What Commitment Does It Take?
Studying the Future

- The Strategic Alignment Project
  - Study influencers
  - Study Us
  - Technology Forecast

- The March 2008 Board Long Term Strategy Retreat
Your Website

Welcome to SLA!
Through innovative learning, successful networking, and effective advocacy, SLA is a connective force for our profession.
Click here to join now!

2008 SLA Leadership Summit
Join hundreds of leaders of SLA, its chapters, divisions, sections, caucuses and committees as they prepare for the year ahead and begin planning for the Centennial Year. Register today.

Read More

Upcoming Events
- Nominate 2009 BOD
- 2008 Leadership Summit
- Events Calendar
- What's New at Click U
- Course of the Month
- 2007 Research Grant

Membership 101
- NEW - Update Your Information
- Connect with Units
- Change/Add a Unit
- Info Pro... What's that?

Useful Resources
- 2007 SLA Annual Salary Survey now available!
- 2008 Member Volunteer Opportunities
- SLA Feed Reader
- Membership Directory
- New SLA Wiki

SLA NEWS
- New Certificate in Copyright Management Offered by SLA's Click University®
- SLA Announces Survey Results Showing Salary Increases

Career Center
Job Seekers
Search Jobs
Post Resume
Virtual Advisors
Latest Opportunities
Architecture and Instruction

CLICK U Live!
Web-based seminars for SLA members.

Researching Patent and Trademark Information: Part 2, Trademark Information
January 29, 2008
2:00 pm - 3:30pm
Your Education Partner

Try the Click U Course of the Month at NO CHARGE to Members!

New To Click U: 2008

2008 Click U Live! Event Calendar Now Available

Get a head start on planning your professional development and learning opportunities in 2008 by reviewing the Click U Live! 2008 event calendar. learn more...

CI Certificates Program Graduation

SLA hosted the final course of the 2007 CI Certificates Program in November and held a graduation ceremony for the first class of SLA members to complete a full certificate in Competitive Intelligence from Click U. Congratulations to all of our graduates! learn more...

Knowledge Management Certificates Program
CLICK University

- CI Certificates Program Graduation
- Knowledge Management Certificates Program
- Certificate in Copyright Management
- Certificate in Competitive Intelligence
- Career Center
- Gary Price's Research Tool Box
- Annual Conference Delivered!
- Professional Improvement Libraries: A La Carte Pricing
- Course of the Month Course of the Month
- Leadership & Management Library (Almost 1,000 books)
- 25% Student Member Discount
- University of Toronto: Professional Learning Centre
- IACET Recognition
Leadership & Management Library
execuBooks Summaries

The Game-Changer
How You Can Drive Revenue and Profit Growth with Innovation
By A.G. Lafley and Ram Charan
Published by Green Business, 2000
ISBN 0768627817

Introduction
"Winning is pretty much the same in today's business world as it has been for decades: create new customers, new products and new services that drive revenue growth and profits. What's different is how to do it.

The key to success in today's world is through innovation. But innovation has often been the bane of technical experts or perceived as something too outside the scope of business. It's true that innovation can be difficult, but if you don't get it right, the rest of your business will suffer. The focus of any organization should be on innovation, and the people who can lead the way are the leaders of the organization. In this book, we'll show you how to do it right.

The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation by A.G. Lafley and Ram Charan is a must-read for anyone looking to drive growth in their business. In this book, the authors provide a clear roadmap for how to drive growth through innovation, including practical tips and strategies that can be applied immediately.

Zenobia: The Curious Book of Business
A Tale of Triumph Over Yes-Men, Cynics, Hedges, and Other Corporate Killjoys
By Matthew Greenwald and John Kaynak
Published by Green Business, 2000
ISBN 0768627817

Introduction
"Zenobia is a mythological figure, a once-powerful business giant that has become a victim of its own innovation. Zenobia has been able to drive revenue and profit growth through innovation, but has also been unable to achieve the same results through traditional methods. In this book, we'll show you how to harness the power of innovation to drive growth in your business.

Zenobia: The Curious Book of Business by Matthew Greenwald and John Kaynak is a must-read for anyone looking to drive growth through innovation. In this book, the authors provide a clear roadmap for how to drive growth through innovation, including practical tips and strategies that can be applied immediately.

Buy the Full Book!

© 2000 execuBooks Inc.
Innovation for Units

- Discussion Lists
- Websites
- Blogs
- Social Networks
- Wikis
- Surveys
- Conferencing
- Community software
Atomic Learning

- Access to over 25,000 software training movies for a calendar year
- Access to all additional tutorials added throughout the year. 500 or more new tutorials are added every 45 days.
- Just-in-time software training
- Valuable educational resources
- Online Newsletter and Tech Tips
Wikipedia defines a Blog as -

A website where entries are written in chronological order and commonly displayed in reverse chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog.

Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs. Most blogs are primarily textual, although some focus on art (artblog), photographs (photoblog), sketchblog, videos (vlog), music (MP3 blog), audio (podcasting) and are part of a wider network of social media. Micro-blogging is another type of blogging which consists of blogs with very short posts.

Below are YouTube videos of three popular Blogging sites:

<table>
<thead>
<tr>
<th>WordPress:</th>
<th>BlogRovR:</th>
<th>TypePad:</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="WordPress" /></td>
<td><img src="image2.png" alt="BlogRovR" /></td>
<td><img src="image3.png" alt="TypePad" /></td>
</tr>
</tbody>
</table>
SLA operates several Web logs, or blogs, where members can catch up on topical information and leave comments. A list of the open blogs is below:

<table>
<thead>
<tr>
<th>SLA &amp; SLA Unit Blogs</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLA Blog</td>
</tr>
<tr>
<td>INFO X - The CEO's Blog</td>
</tr>
<tr>
<td>Solos Helping Solos Blog</td>
</tr>
<tr>
<td>Impact: Leadership &amp; Management Division Blog</td>
</tr>
<tr>
<td>Information Technology Division</td>
</tr>
<tr>
<td>IT Blogging Section</td>
</tr>
<tr>
<td>Government Information Division</td>
</tr>
<tr>
<td>Kentucky Chapter</td>
</tr>
<tr>
<td>Bio Med Division/Systems Thinking Perspective</td>
</tr>
<tr>
<td>Pharmaceutical &amp; Health Technology Division/Position Profiles</td>
</tr>
<tr>
<td>IPANDA Net</td>
</tr>
<tr>
<td>Chapter Modeling Task Force</td>
</tr>
<tr>
<td>Remembering Frank Spaulding</td>
</tr>
<tr>
<td>SLA 2006 Conference Blog</td>
</tr>
<tr>
<td>SLA 2005 Conference Blog</td>
</tr>
</tbody>
</table>

SLA invites units to create their own blogs on SLA’s service through
2007 Salary Survey & Workplace Study

The 2007 SLA Salary Survey & Workplace study is available! Click here to purchase.

2007 Salary Survey Results

2007 Basic Annual Salaries:

- Canada
- United States
- United Kingdom
- All Other Europe

<table>
<thead>
<tr>
<th>Salary</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent</td>
<td>10th</td>
</tr>
</tbody>
</table>

NewsGator Alliance

Welcome to News Connections, the latest of the SLA Connections series of resources published to keep SLA members abreast of the latest industry and association news.

SLA Feed Reader

SLA News Connections now includes access to open Web content driven by NewsGator’s reader, delivering RSS feeds to the desktops of SLA members.

*** Find out more about how RSS can improve the way information is disseminated in your organization***

Attend a free educational Webinar from NewsGator Technologies

Read the latest Factiva News Connections.

These articles are summarized by topic, of which there are currently eight, using Factiva Track Modules.

Read the latest Nexcerpt News Connections.

Connect to web sites for news and other items of interest.

***Create and publish your own Nexcerpt issues!

SLA members receive a 10% discount on Nexcerpt’s services.

If you have ideas for additional topics, please let us know at resources@sla.org.
It's Not Very Old
1/16/2008 9:23:39 PM

All these things we depend on are truly quite young.

This month marks the 25th anniversary of TCP/IP. It was co-invented by our SLA Seattle Conference keynote Vinton "Vin" Cerf.

So TCP/IP is about as old as a university grad just starting out today.

I put up my first website at the end of 1994 based on 1992 CERN stuff. It was awful. The Canadian government went on the web in 1995 about the same time as America Online started offering internet access.

So websites are about 14. Wow - all set for an exciting high school career.

It is joined by browsers that started out in about 1993.

Just getting to sophomore year.

Just recently we noticed that Google's domain name was 10 years old but the search service is only about nine.

So Google style searching is only in about grade five.

Last week, Wikipedia turned 7 or 8. So it is in Grade 4.

Blogs started in about 1998 but really blossomed in 2002.

So they're ten too and join Wikis in grade four homeroom.

MySpace is from 1999.

A sturdy 8 year old. Grade 2 is fun.

Delicious tagging started in 2003.

So it's four and entering junior kindergarten.
23 October 2006 Press Release

Contact:
Cara Battaglini
+1.703.647.4917
cara@sla.org

SLA Partners with NewsGator to Deliver Free Customized RSS Feeds to Info Pros

Alexandria, Virginia, USA, 23 October 2006 - The Special Libraries Association (SLA) announced today that it has partnered with NewsGator to launch an online service that delivers RSS (Really Simple Syndication) feeds to the desktops of thousands of information professionals. This exclusive service is free only to members of SLA, and is available at www.sla.org as part of the SLA News Connections.

"Access to online content is nothing new to our community," said Janice R. Lachance, Chief Executive Officer of SLA. "Access to real-time RSS feeds, however, is new to the business world, and we saw this as an opportunity to expose our members to a practical solution through their SLA experience. We are thrilled that NewsGator has delivered this wonderful service for SLA and the global community of information professionals."

SLA News Connections now includes access to open Web content driven by NewsGator’s reader. Members of SLA can access the content through the "Resources" tab on the SLA home page. NewsGator is also offering free educational Webinars and a special SLA member discount on their solutions for businesses. More information is available in the News Connections area.
Energizing SLA

• Volunteer Project for Participation
• The Innovation Laboratory (Software, Wikis, Flickr, Blogs, social tool and more)
• Student Initiative
• Learning 2.0 – 23 Things in 15 Minutes a Day

SLA

• Seattle Conference Twitter
• Social Networking Pilots (Find me on Facebook and Ning)
• The Testimony Project
• Second Life for SLA Orientation
SLA in SL
Just for fun

Me
2.0 is about *play*
A Key Intervention
23 Learning 2.0 Things

- Week 1: Introduction (official start after Seattle Conference)
- 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
Learning 2.1
Technology Petting Zoos
Technology Scholars
5 Weeks to a Social Library

The Internet Can Change Your Life

Sirsidynix Institute, WebJunction, OPAL, etc.
Build a Petting Zoo

• Real devices: iPods, MP3 players, video, smart phones, texters, etc.
• Special PC’s: disability compliance, streaming media, IM groups, VR (both kinds)
• Gaming stations
Build a Sandbox
Personal Play

- GO2WEB20.net
- The Complete Web 2.0 Directory
- http://go2web20.net/
It can’t work without you

Your Ideas?
SLA Annual Conference

Seattle 2008
(Seth Godin, Vint Cerf, Charlie Rose, free wireless)

DC 2009 Centennial Conference
Innovate in 2008
Collegiality
Classic Change Adoption

Corn, proofs, enough?

Where Are We?

Classic Change Adoption

Where Are We?

Classic Change Adoption

Where Are We?

Classic Change Adoption

Where Are We?

The Adoption Curve

- Innovators "Techies"
- Early Adopters "Visionaries"
- Early Majority "Pragmatists"
- Late Majority "Conservatives"
- Laggards "Skeptics"

Where blogging is today
Podcasting & RSS
What Does Boundarylessness mean?
• When something needs change…

• Do it.

• Take responsibility
What Commitment Does It Take?
Library culture of poverty, victimization, risk aversion, and passive resistance
WORRY TANK

What if it all blows up in our face?

What happens if it works... all too well?

What if somebody sues?

What happens ten years down the line? THEN WHAT?
How Can Your Career Have No Borders?
Becoming More Open to a Global Reality
Being Open to Borderless Thinking

Physical
Mental
Imagination
Ideas
Innovation
Creativity
Being More Open to Comment
Being More Open to Criticism and Feedback
Being More Open to Recommendations
Being More Open to Change
50 Reasons Not To Change

I'm not sure my boss would like it.
It's too expensive.
We'll catch flak for that.
That's someone else's responsibility.
It won't fly.
We've always done it this way.
It's too complicated.
It's not my job.
We're doing OK as it is.
We tried that before.
We don't have the staff.
We don't have consensus yet.
It can't be done.
We're waiting for guidance on that.
This is just a fad.

It's too ambitious.
No one asked me.
No es mi problema.
It will take too long.
It's contrary to policy.
We have too many layers.
It's too much red tape.

We don't have the equipment.
We didn't budget for it.
I don't have the authority.
They won't fund it.
It's hopeless.
We can't take the chance.

It's impossible!
What's in it for me?
There's no clear mandate.
It's against tradition.
We're too entrenched.
Another department tried that.

It needs more thought.
They're too radical.
They don't really want to change.
It won't work in this department.

It's not visionary.
It will never fly upstairs.
¡Nunca pasará!

It needs committee study.
Me falta ánimo.
We've never done that before.
I'm all for it, but . . .
Change?
Focus?
Focus on the Journey
focus
Being More Open
Experimentation, Pilots and Innovation
Being More Open to Social Networks, Content, Access and …more
Social Systems

me.

LinkedIn
Twitter
Delicious
Blog
Facebook
Slideshare
<table>
<thead>
<tr>
<th>What people are doing</th>
<th>Who participates (U.S. online users)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creators publish Web pages, write blogs, upload videos to sites like YouTube.</td>
<td><img src="chart1" alt="Creators chart" /></td>
</tr>
<tr>
<td>Critics comment on blogs and post ratings and reviews.</td>
<td><img src="chart2" alt="Critics chart" /></td>
</tr>
<tr>
<td>Collectors use Really Simple Syndication (RSS) and tag Web pages to gather information.</td>
<td><img src="chart3" alt="Collectors chart" /></td>
</tr>
<tr>
<td>Joiners use social networking sites.</td>
<td><img src="chart4" alt="Joiners chart" /></td>
</tr>
<tr>
<td>Spectators read blogs, watch peer-generated videos, and listen to podcasts.</td>
<td><img src="chart5" alt="Spectators chart" /></td>
</tr>
<tr>
<td>Inactives are online but don’t yet participate in any form of social media.</td>
<td><img src="chart6" alt="Inactives chart" /></td>
</tr>
</tbody>
</table>

Data: Forrester Research
Google Announces Friend Connect tonight
The Sharing Economy
What’s New (or new enough)?

- Semantic Web (Twine)
- The Cloud (Google, Zoho and MS etc.)
- Ubiquitous Broadband
- No choice search (Google, etc.?)
- GIS oriented search and ads
- Infinite fulltext books
- Streaming media and spoken word search
- Personalization 3.0 - decline of destination sites
- Microblogging (Twitter)
- Device proliferation (Kindle, iPhones, etc.)
- What’s old? Attacks on research, rights, intellectual freedom, access, copyright balance, privacy, DRM, patents, trademarks, voice, overreaching filters, etc.
2.0 Influencers

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

Top 10 Most Influential web tools for the 2008 US elections

How many are we already using?
Being More Flexible
Being More Open to Risk
Being Open
to a Mosaic of Solutions
Being Open to Ambiguity
I've got my tinfoil hat on.
Be More Open to Technology and Unintended Consequences
Will Reading Matter?
Your Personal Five Year Plan?
Information

Noun

Inform

Verb

Informed

Results and Impact
Don’t be a Format Bigot
This is normal
Device Agnostic & DRM Wars
Everything’s getting smaller
Mainly

Mobile

Focus
Being Comfortable with Speed
Being Open to New Ideas
Letting Go of Control
Turning Excuses in Reasons

And Reasons into Plans
Remove the Borders Inside SLA

Be the Change We Want to See
Remove the Borders In the Library Community

Be the Change We Want to See.
Remove the Borders Between User and Librarians

Be the Change We Want to See.
Be The Change We Want to See

Remove the Borders Between Librarians and Influencers
Be Inspirational
Be Important

EXPENDABILITY
Kirk, Spock, McCoy, and Ensign Ricky are beaming down to the planet. Guess who's not coming back.
Put Your Meat In The Game
Know What Makes Us (and You) Different
Find Our Voice and Use It
Honest to G*d – Have Fun
Be More Open to New Paths
Be More Open to the Users’ Paths
Being Open to Standing Out
Have Some Fun
We librarians must learn that when we study something to death, *Death was not our original goal.*
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
Be The Change You Want To See
Slides

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

http://stephenslighthouse.sirsidynix.com
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Stephen’s Lighthouse Blog
http://stephenslighthouse.sirsidynix.com