FACILITATING THE REVOLUTION

Anne Marie Gold
Executive Director
Stanford-California State Library
Institute on 21st Century Librarianship
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Whatever I can imagine, I can accomplish. I am no longer a vassal in a faceless bureaucracy. I am an activist, not a drone…I am a revolutionary.

Gary Hamel, *Leading the Revolution.*
ROGUE
OFFSHORE
LIBRARIANS
“Every time a new medium comes on the scene, it enhances the usage of existing media.”

“The future… lies in helping people navigate a wide range of…choices, and in making those choices coherent.”

“A larger opportunity is …to reinvent themselves as creative navigators.”

FAST COMPANY, October 2000.
INFORMATION SUPPLY CHAIN <1990

Primary Publisher

Database Publisher

Online Service

Librarian

Customer
INFORMATION SUPPLY CHAIN > 1990

- Primary Publisher
- Database Publisher
- Online Service
- Librarian
- Customer
The Library is Dead
Long Live the Library

- Traditional Roles/Old Economy
  - Gatekeeping
  - Information Gathering
  - Selecting

- New Roles/New Economy
  - Facilitating
  - Information Organizing
  - Accessing
WHO ARE OUR CUSTOMERS

ADULTS
- 43% online
- 10 hours/wk
- 1 site per visit
- 2 activities weekly
- 55% high speed access

GEN Y
- 66% online
- 13 hours/wk
- 4 sites per visit
- 4 activities weekly
- 70% high speed access
WHY GEN Y

- The first generation to grow up with the Internet
- 10% of population
- Today 61% online ⇒2004 76% online
- Online and print complement each other
- Trust traditional information sources they know
WHY GEN Y

- Need for information filtering
- Internalize vs. adopt
- New things ⇒ new ways
  - File sharing
  - Demand driven pricing
  - Multi-tasking
- Not replace, complement

Forrester Research
Round Table survey
67% of Americans 18-24 use the Internet to gather key information
59% more useful information from Internet than from newspapers
INFO-BRANDING
LIBRARY BRANDING

Librarians’ Index to the Internet
By Librarians, for Everyone!

refdesk.com
The single best source for facts on the Net
FLEXIBILITY

- Disruptive technology ⇒ Innovation
  HBR, January 1995
- Perfection vs. unknown
  “Wealth, power and influence are not gained by perfecting the known, but by imperfectly seizing the unknown.”
  *Wired*, Kevin Kelly
- Chaordic Organizations
FLEXIBILITY

- 3R – Risk/Reward/Ratio
- Partners
- Independence of delivery/access
- Define the keepers
FLEXIBILITY

Letting Go
ISSUES

- What is a “librarian”
- Libraries as equalizers
- Information literacy
- Digital preservation
- Adapters vs. internalizers
- How, When and Where

- Doing good by doing well
- Politics of libraries
- Leadership labyrinth
- Power of partnership
WHAT IS A "LIBRARIAN"

- Redefine “professional”
- Vacancy rate as a harbinger of change
- Inability to replace ourselves…and should we even be trying
- Librarian-Practitioner
- MLS ⇒ BS
- Alternative delivery
LIBRARIES AS EQUALIZERS

- Responsibility for digital divide
- Confluence of E-rate, LSTA and Gates
- Marginalization
Forrester – factors for online access
- Income
- Age
- Education
- Technological optimism

Online households
- 69% Asian American
- 47% Hispanic
- 43% Caucasian
- 33% African American and fastest growing
INFORMATION LITERACY

- Unique role for libraries
- Gen Y validation
- Broaden basis to community wide
- Adapt lessons learned from schools and colleges
DIGITAL PRESERVATION

- Leadership opportunity
- Determine future knowledge patterns
- Capital investment
ADAPTERS VS. INTERNALIZERS

- The Library and the Pope
- Peer-to-peer computing
- Linux
- Pandora’s Box ⇒ Gnutella, Napster
- #Bookwarez
- Revolution ⇒ Resource
HOW, WHEN AND WHERE

- HOW $\Rightarrow$ Customer defined
- WHEN $\Rightarrow$ 7/24/365
- WHERE $\Rightarrow$ Location independent
DOING GOOD BY DOING WELL

- Money!!!
- Look internally for funding opportunities
- Social Entrepreneurship
- Mission/Money matrix
POLITICS OF LIBRARIES

- Libraries as political animals
- Librarians as political animals
- Advocacy as a learned process
- Community impact from political participation
- Internet
New times, new leadership

Old – rank, experience, age, position

New – knowledge, flexibility, chutzpah
LEADERSHIP LABYRINTH

- Best for institution
- Trust individuals
- Task forces, not committees
- No turf
- Carpe diem
- Avoid lowest common denominator organizations
- Admit and build on differences
1 + 1 = 2^2

Expand definition of clientele

Beg, borrow or steal

Survival tactic
TALES FROM OUR FOREFATHERS

When you discover you are riding a dead horse, the best strategy is to dismount.
OPTIONS?

- Buying a stronger whip
- Changing riders
- Threatening the horse with termination
- Appointing a committee to study the horse
- Arranging to visit other countries to see how others ride dead horses
- Lowering the standards so that dead horses can be included
OPTIONS?

- Re-classifying the dead horse as "living, impaired"
- Hiring outside contractors to ride the dead horse
- Harnessing several dead horses together to increase the speed
- Providing additional funding and/or training to increase the dead horse's performance
- Doing a productivity study to see if lighter riders would improve the dead horse's performance
Declaring that as the dead horse does not have to be fed, it is less costly, carries lower overhead, and therefore contributes substantially more to the bottom line of the economy than do some other horses.

Re-writing the expected performance requirements for all horses.

Promoting the dead horse to a supervisory position.
"Organizations must determine in a timely fashion when to quit adapting and to proceed with changing directions…"

Timothy Nolan, *Plan or Die*
WHERE ARE YOU GOING FROM HERE

- Biblio-revolutionary
- ROL
- Future as opportunity

CARPE DIEM
“The paradox is the apparent speed of technological change even while technological advances often require twenty years or so to manifest themselves.”  
Paul Saffo

“The library needs to be both radically conservative and radically innovative at the same time.”  
Stewart Brand
An invasion of armies can be resisted, but not an idea whose time has come.

Victor Hugo
http://institute21.stanford.edu

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