Introduction

• My Diverse Employment Background
  ~ Spent 3 weeks and 1 day working in the JC Penney Manager Training Program….
  ~ Worked at Special Libraries, Archives and Academic Libraries
  ~ Worked for a Library Software Company (Innovative)
  ~ Been in Technical Services and Systems
  ~ Moved to Collections and Administration
  ~ Always have been able to keep close with the patrons or end-users

Presentation Overview

• Introduction
• Hospitality & Self-Service
• Two Spaces of a Library
• Hospitality at Kresge Library
• Patron-Driven Services and the Power of Yes
• Closing Thoughts

Hospitality & Self-Service

• Hospitality, n. The virtue which induces us to feed and lodge certain persons who are not in need of food and lodging.
  ~ Ambrose Bierce, *The Devil’s Dictionary*, 1911
• Hospitality is making your guests feel at home, even though you wish they were.
  ~ Unknown
• Share with God’s people who are in need. Practice hospitality.
  ~ Romans 12:13
Hospitality & Self-Service

- Disney Model
  ~ Excellent customer service
  ~ Excellent attention to detail
  ~ Things just run beautifully smooth
  ~ You really feel like they care about every person
  ~ You really feel that they care about YOU!

- Nordstrom Model
  ~ Employee Handbook is one card
  ~ “Our number one goal is to provide outstanding customer service”
  ~ Our only rule: “Use good judgment in all situations”

- Hall of Fame Hospitality Desk.
  ~ Over Hall of Fame Weekend, the “Hospitality Desk” manages all events
  ~ Used to be called Information Desk
  ~ Name was changed to the Hospitality Desk and Crew instill a culture of taking care of people
  ~ The goal is to make things right

- Hospitality can be modest and still be appreciated and useful

- In general, Hospitality is…
  ~ It is being available and visible
  ~ It allows you to change what your patrons can expect from the library
  ~ It is treating your users like customers (no matter what we call them)
  ~ It is treating people well, even before you know who they are
  ~ It is not simply luxury or excess

- Librarians & library staff are amazing at providing service
  ~ In many academic settings, the libraries are the element that people are most fond of in reviews and surveys
  ~ In communities, libraries are often considered one of the most commonly cited benefit of a city or town
  ~ In many ways, libraries are well suited to focus on hospitality
Hospitality & Self-Service

• With the advent of electronic resources and discovery layers – we have worked very hard to make the library mostly self-service
• We have to be very careful – because we could be leading to…

Comcast is pushing “self service” as their new and improved service model

http://blog.comcast.com/2012/03/improving-online-self-service.html

Hospitality & Self-Service

• The Self-Service Airport… (ATL 7/11/12)

Hospitality & Self-Service

• The Self-Service Hotel…

Hospitality & Self-Service

• That is great when people know what they want
• This is not great when people don’t know what they need
• We have seen a change in services and removal of the reference desk (among others)
• This is when we have a problem…and an opportunity

Hospitality & Self-Service

• So maybe what we need is…
Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• How do they see us?
• Storage or Service?

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• There are two distinct spaces in a modern library:
  ~ The Physical Space
  ~ The Ethereal Space
• Both are critical for our work and for libraries everywhere
• Both are critical for considering outreach activities with our collections (esp. in business)

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• The Physical space of the library is used for quiet study and contemplation

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• The Physical space of the library is used for managing printed collections…
  • Which ARE STILL RELEVANT and USEFUL!
• But its not the biggest priority with building projects.

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• The Ethereal Space of the Library is where
  ~ We connect with users
  ~ We provide outreach
  ~ We showcase our value to communities
  ~ We make sense of “it all”
  ~ We become the “Shell Answer Man”
  ~ We SHINE

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Two Spaces of a Library

• The Ethereal Space is boundaryless
  ~ 12 Natural Laws of Building a Great Business
  ~ #9 – Success Means You Get Better Problems (p.54)

Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014
Hospitality at Kresge Library

- Kresge Library: Independent Library at University of Michigan - Ross School of Business (3700 FTE)
- Staff of 20 FT people (8 librarians, 10 staff) with 4.5 FTE of temporary staff
- Open 108 service hours a week during the Fall and Winter terms
- [http://tinyurl.com/KresgeLibrary](http://tinyurl.com/KresgeLibrary)

Hospitality at Kresge Library

- **Hospitality** and **Empathy** are KEY TERMS for me
- Empathy has to work both ways – in balance
  - More empathetic towards patrons – more work for staff
  - More empathetic towards staff – maybe less services for patrons

Hospitality at Kresge Library

- It is a 100% service orientation for the library
- We are flexible to take care of the immediate needs of the school
- A student’s perception of Kresge might be equally influenced by interaction with me, a reference librarian, a staff member or a student temp
- Very important to share values – even with different roles at the Library
- To this end, all staff are listed in our annual report

Hospitality at Kresge Library

- Joined the library in 2005 and became the director in 2006
- **My goal as director has been to create the library I would want to use**
- I am more concerned about what our students and faculty need than what libraries are doing elsewhere (instead of keeping up with other ABLD libraries)

Hospitality at Kresge Library

- We are a very different academic library
- Very strong proponent of the Nordstrom Way
- Always encourage staff to take care of the problem as best we can and sort out details later
- We want to be the service champions at the Ross School
- Draw examples from everywhere, not just our type of library
- **DON'T RON JOHNSON YOUR LIBRARY!**

Hospitality at Kresge Library

- It is a 100% service orientation for the library
- We are flexible to take care of the immediate needs of the school
- A student’s perception of Kresge might be equally influenced by interaction with me, a reference librarian, a staff member or a student temp
- Very important to share values – even with different roles at the Library
- To this end, all staff are listed in our annual report

Hospitality at Kresge Library

- Maybe it looks like this

  **Sign outside Regents Park Apartments in Chicago**

  We want a concierge & repair service 24/7
Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Hospitality at Kresge Library

It never looks like this...

Though in libraries, we deal with **cost containment** targets more than **increased revenue goals**.

Hospitality at Kresge Library

- Is there a cost associated with being a hospitable library?
  - Some are possible because of our size and budget
  - Some have relatively modest cost with a good return
  - Some have virtually no cost and a good return

Hospitality at Kresge Library

- Some are possible because of our size and budget
  - Embedded Librarians for MAP

Hospitality at Kresge Library

- From the MBA surveys:
  - "Access to a dedicated librarian during MAP was AWESOME"
  - I had no idea until MAP how awesome the staff at Kresge is

Hospitality at Kresge Library

- Embedded Librarians for MAP & Action-Based Learning
  - This is not one of my ideas – but it grew as the school developed
  - Action-based Learning programs like MAP involve student groups working with corporate, governmental and nonprofit organizations
  - They often need very specialized research assistance
  - We assign librarians to each group to make it easier for the teams
  - We get a lot of "return business" after MAP is over

Hospitality at Kresge Library

- Some have relatively modest cost with a good return
  - Supplies for Students
  - Course pack distribution
  - Support for Case Competitions
Hospitality at Kresge Library

- Need Supplies?
- Similar to many hotels that provide toothbrushes, etc. to travels who forget items
- We provide office supplies (name tents, envelopes, paper (for case interviews), pens, earplugs)
- We used to charge (cost recovery) – but it was more work to track the money

Hospitality at Kresge Library

- We got creative in obtaining the supplies.
  - Green Clean Day & eBay
  - Misprints from Marketing companies

Hospitality at Kresge Library

- Kresge runs the Ross Course pack service
- By bringing all hands on deck – we do a much better job of getting students quickly through the pickup line

Hospitality at Kresge Library

- Some have virtually no cost and a good return
  ~ Supporting Recruiting
  ~ Flexibility With Staff
  ~ Flexibility With Students
  ~ Our General Demeanor!

Hospitality at Kresge Library

- Recruiters conduct most interviews in group study rooms in our building
- They need all sorts of services:
  ~ Unlocking offices
  ~ Providing a calculator for students for case interview
  ~ Printing items
  ~ Power cord for a recruiter’s Blackberry or Cell Phone

Hospitality at Kresge Library

- Being hospitable and flexible with staff
- Corey’s theory
  ~ If I am flexible with you, please be flexible with our patrons
  ~ If I am not flexible with you, then you will not be expected to be flexible with our patrons
- Balancing Empathy between all staff and patrons
- Ties to Positive Organizational Scholarship
- Important for Modeling Good Behavior!
Hospitality at Kresge Library

- Being hospitable and flexible with students
- Space is very tight at Ross (as everywhere)
  ~ On numerous occasions, we will make our conference room available for student group meetings – even after hours
- Many of our students need to meet on weekends and evenings
  ~ We meet when we can and ensure that library staff get flex time to compensate them for the odd schedule

Hospitality at Kresge Library

- The most important element of hospitality is our demeanor
  ~ We smile
  ~ We wear name tags when working in the public
  ~ To a person at Kresge, we reach out to patrons who look like they need help
  ~ This is fairly unique at Ross
  ~ So much has to do with the little things (Zombieland Rule #32 – Enjoy the Little Things)

Hospitality at Kresge Library

- Some things were tried and discontinued
  ~ Maybe they were not popular…or too popular to support
  ~ Being entrepreneurial means trying things out and seeing what is received well by the school
  ~ “Do not get married to the results” – Bernard Seeman (many times)

Hospitality at Kresge Library

- Kresge Library Coat/Bag Check
  ~ Students were hesitant to take jackets and book bags to the Interview waiting area
  ~ They left them in the library while they went on their interview and we noticed an increase in thefts
  ~ We created a coat check at the Circ Desk
  ~ It became too big a distraction and we ended up cancelling the program

Hospitality at Kresge Library

- Being hospitable and flexible with staff
- Corey’s theory
  ~ If I am flexible with you, please be flexible with our patrons
  ~ If I am not flexible with you, then you will not be expected to be flexible with our patrons
- Balancing Empathy between all staff and patrons
- Ties to Positive Organizational Scholarship
- Important for Modeling Good Behavior!

Sometimes we correct the problem – but it is still just not right!
We really have to trust ourselves to know if it is working or not.
Where is the Hospitality in Your Library?
Corey Seeman – Michigan Small and Rural Library Conf. 2014

Hospitality at Kresge Library

Failure is an absolutely important ritual in being entrepreneurial.
If you never want to fail – you will never try anything great!

In Summary….
~ Make all people feel welcome at your library
~ Treat patrons the way that you would like to be treated (Golden Rule)
~ “Point with your feet, not with your arm”
~ Create the library you would want to use!

~ Make all people feel welcome at your library
~ Treat patrons the way that you would like to be treated (Golden Rule)
~ “Point with your feet, not with your arm”
~ Create the library you would want to use!

In Summary….
~ When times are hard and resources (space, budget and personnel) are tight…being hospitable can be difficult
~ We cannot always control how we are treated and what resources we are given…but we can control how we respond
~ Yep…it’s a cliché…but it works

~ When times are hard and resources (space, budget and personnel) are tight…being hospitable can be difficult
~ We cannot always control how we are treated and what resources we are given…but we can control how we respond
~ Yep…it’s a cliché…but it works

Patron-Driven Services and the Power of Yes

Patron-Driven Services and the Power of Yes

Patron-Driven Services is the same model
PDS means:
~ Being more open to what our community needs
~ Listening to what they are asking for
~ Not fearing success (which brings more people to the library)
~ Being viewed as a facilitator, not an obstacle
Where is the Hospitality in Your Library?

Corey Seeman – Michigan Small and Rural Library Conf. 2014

Patron-Driven Services and the Power of Yes

- High-Class vs. Low-Class Problems
  - This can really define what we want to look like to ourselves and the outside world
  - What type of problems do we want to deal with?

Low-Class Problem questions:
  ~ How do we get people to the Reference Desk?
  ~ How do we get people to check out books (that we select)?
  ~ How do we get people to use electronic resources that we select?
  ~ How do we get people into our classes & programs?

High-Class Problem questions:
  ~ How do we get people to the Reference Desk?
  ~ How do we get people to check out books (that we select)?
  ~ How do we get people to use electronic resources that we select?
  ~ How do we get people into our classes & programs?

Patron-Driven Services and the Power of Yes

- Problem with “YES” can be that we lose ownership of the transaction
  - HOWEVER, what we lose in ownership, we gain in creating an advocate
  - With YES, we can create “Boosters and Ambassadors” for the library and the organization

Creating Boosters or Ambassadors
  ~ Has love (not like) for the organization
  ~ Has been able to get some unique service or interaction with the organization
  ~ Can put their name on the list of those who publically support the organization
  ~ Has had an amazing experience that is worth sharing
  ~ Has been told “Yes…we can do that”
Patron-Driven Services and the Power of Yes

- Creating Boosters or Ambassadors
  ~ Even in a world where Kresge Library is (probably) losing significant space, the administrators see the service we provide as being key to the academic enterprise

- Managing Expectations
  ~ “No organization has become great or maintained greatness by managing expectations” — me (lots of times)
  ~ No organization has ever developed passionate users by managing expectations
  ~ This is the time when poor customer service is winning!

- Heed the lessons from Chase and Sanborn!
  ~ An early market leader for home coffee, they instituted small changes to the product to reduce the cost
  ~ The collective effect of these cuts was destroying the quality of the coffee
  ~ Now, Charlie McCarthy would not touch it
  ~ The Race to the Bottom!

- Power of Yes at Kresge Library has enabled us to be the customer service champs at Ross
- Power of Yes has brought to us new projects and opportunities that we would not have gotten before
- People WANT to work with us – not have to

Patron-Driven Services and the Power of Yes

- What book do we want to model?
  Graphics by Kelly Burr, University of Michigan

Closing Thoughts

- What does hospitality mean at Kresge?
  ~ It means serving the students, faculty and other staff the best we can
  ~ It means listening to their needs without considering what other libraries are doing
  ~ It means not being bogged down with what other departments are doing
  ~ It also means that we cannot take on everything (coat check & printing support)
Closing Thoughts

- Factors beyond your control (especially space and budget) can easily thwart enthusiasm for providing service.
- However, we can never be expected to do more than our budget and space allow – Focus on what you CAN do!

Sometimes we have as much control as sports fans

Closing Thoughts

- It means that no one will EVER get in trouble helping our community.
- It means that the customer is always our first “I am Third”
- It also means that we cannot do all things for all people.
- “Do we provide a 4 star service when a 3 star service will do?” – Former dean at Ross School of Business

Closing Thoughts

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA Kresge</td>
<td>6.3</td>
<td>6.1</td>
<td>6.2</td>
<td>6.2*</td>
</tr>
<tr>
<td>BBA Other</td>
<td>5.68</td>
<td>5.68</td>
<td>5.66</td>
<td>5.77</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA Kresge</td>
<td>6.2</td>
<td>6.4</td>
<td>6.3</td>
<td>6.4</td>
</tr>
<tr>
<td>MBA Other</td>
<td>5.12</td>
<td>5.44</td>
<td>5.48</td>
<td>5.55</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*BBA 2013 scores 6.38 without MAP Support Question – No MAP program for BBAs yet

Closing Thoughts

- Hospitality and the Power of Yes at Kresge

Closing Thoughts

- Be careful about Metrics & Dashboard indicators
  - Numbers are used (especially in politics) as props!
  - Numbers can mean so many different things
    - Batting average of .406 is amazing!
    - Winning percentage of .406 is not good – but maybe it is justified
    - Fielding percentage of .406 is really awful!
# Closing Thoughts

- Be careful about Metrics & Dashboard indicators
  - Groupon #s
    - Discounts on “list price”
    - Not available on sale merchandise
    - Discount on first part of purchase
    - A 50% discount promised can result into a real discount of 26%
  - See also pricing at Kohl’s….
  - See more ranting here: [http://mblog.lib.umich.edu/~cseeman/archives/2012/04/groupon_math_or.html](http://mblog.lib.umich.edu/~cseeman/archives/2012/04/groupon_math_or.html)

- Sometimes it does not matter what your dashboard shows…

---

# Thank You

Thank You

Questions?

Corey Seeman

cseeman@umich.edu