

Where is the Hospitality in Your Library?
Speaking of which, Where is Your Library?

University of Detroit - Mercy
URL: <http://tinyurl.com/UDMhospitality2017>

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2 Presentation Overview

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

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3 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

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4 Introduction

- Some presentation goals -
 - This is my approach and my philosophy about libraries and library services.
 - Academic libraries are all the same – they have different funding, staffing, student needs and faculty requests.
 - What works at one, may not work at another.
 - How can we frame problems and opportunities to ensure that we are meeting the needs of our patrons.
 - Great libraries are not designed by architects – but by librarians & library staff.

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5 Introduction

- The view of an iconoclast.
- Borrow this line from Pirates of Penzance:

Frederic (to his fellow pirates): Individually, I love you all with affection unspeakable; but, collectively, I look upon you with a disgust that amounts to absolute detestation.
- From Gilbert and Sullivan's Pirates of Penzance (or The Slave of Duty), 1879
- From: http://math.boisestate.edu/gas/pirates/pirates_lib.pdf

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6 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

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7 **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!

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8 **Hospitality & Self-Service**

- 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"
 - See Spector's The Nordstrom Way to Customer Service Excellence, 2005

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9 **Hospitality & Self-Service**

- 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**

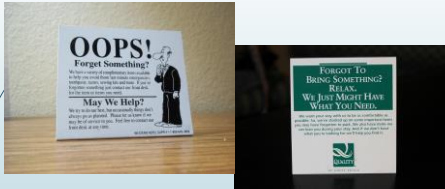


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Hospitality & Self-Service

- Hospitality can be modest and still be appreciated and useful



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Hospitality & Self-Service

- 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

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Hospitality & Self-Service

- 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

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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...

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Hospitality & Self-Service



Comcast is pushing "self service" as their new and improved service model

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

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Hospitality & Self-Service

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



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Hospitality & Self-Service

► The Self-Service Hotel...



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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

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Hospitality & Self-Service

► So maybe what we need is...




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Two Spaces of a Library

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



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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)

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Two Spaces of a Library

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



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Two Spaces of a Library

- The Physical space of the library is used for managing printed collections...
- **Which ARE STILL RELEVANT and USEFUL (though we may not be able to keep all we want)**
- But its not the biggest priority with building projects.
- In many ways – we focus heavily on the physical space.
- Study space can be managed by anyone on a campus!



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23

Two Spaces of a Library

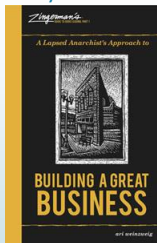
- The Ethereal Space of the Library is where
 - We connect with users
 - We provide outreach
 - We showcase our value to communities
 - We make sense of "it all"
 - We become the "Shell Answer Man"
 - **We SHINE**

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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)



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Hospitality at Kresge Library

- Kresge Library: Independent Library at University of Michigan - Ross School of Business (3700 FTE)
- Formerly 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***

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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*)

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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
- Without empathy, we cannot truly connect with our users.



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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 (former CEO of JC Penney)!**

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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**

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Hospitality at Kresge Library

Maybe it looks like this

Sign outside Regents Park Apartments in Chicago

We want a concierge & repair service 24/7



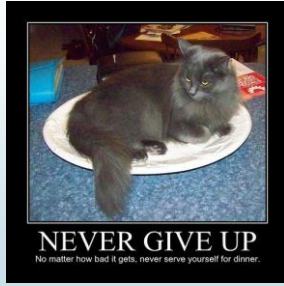
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Hospitality at Kresge Library

It never looks like this...

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



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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



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33

Hospitality at Kresge Library

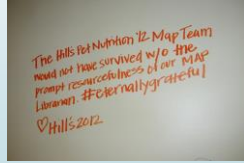
- Embedded Librarians for MAP & Action-Based Learning
 - ~ This is not one of my ideas – but it grew as the school developed
 - ~ Action-based Learning programs like MAP involve student groups working with corporate, governmental and nonprofit organizations
 - ~ They often need very specialized research 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

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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



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Hospitality at Kresge Library

- Some have a modest cost associated with them.
 - Need Supplies?
 - Similar to many hotels that provide toothbrushes, etc. to travelers 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



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Hospitality at Kresge Library

- Some have no real cost to the 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!**

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Hospitality at Kresge Library

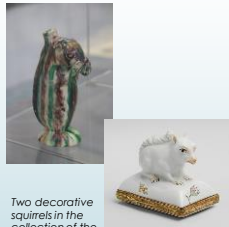
- The most important element of hospitality is our demeanor
 - We smile
 - We wear name tags when working in the public
 - To a person at Kresge, we reach out to patrons who look like they need help
 - This is fairly unique at Ross
 - So much has to do with the little things (Zombieland Rule #32 – Enjoy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

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Hospitality at Kresge Library

- Helping visitors and patrons.
- Squirrels at the Met (NYC)
- Bottle from Salem, NC - ca. 1790-1805.
- Snuffbox from Germany (Schrezheim manufactory), ca. 1761-1770. In Gallery 538 – closed the day I went.



Two decorative squirrels in the collection of the Metropolitan Museum of Art, New York City

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Hospitality at Kresge Library

- Some things were tried and discontinued
- Maybe they were not popular...or too popular to support
- **"Do not get married to the results"** – Bernard Seeman (many times)
- Do not start with artificial metrics for success.
- We really have to trust ourselves to know if it is working or not.



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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

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41

Hospitality at Kresge Library

- 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!**
 - 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

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Hospitality at Kresge Library Services

- So why did we change our name in 2014 to "Kresge Library Services?"
- Major construction project at Ross saw our space reduced from 27K square feet to 5K.
- Collection space reduced from 70K vol to 200.



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43

Hospitality at Kresge Library Services

- ▶ Shifting from library as place to library as service.
- ▶ Creating an "ethereal library"
- ▶ Entrepreneurial Thinking involves:
 - ▶ New approach to a new (or old) problem
 - ▶ New market opportunity
 - ▶ Creative thinking
 - ▶ Empathetic focus (Design Thinking)
 - ▶ Willingness to fail
- ▶ Entrepreneurial Libraries do not have an exit strategy!



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Hospitality at Kresge Library Services

- ▶ "A completely re-thought Kresge Library Services, transitions from a collection of physical reference materials to a full suite of information resources and research services, guided by expert staff." – Ross Dividend, Fall 2016 (Ross Alumni Magazine)
- ▶ The library did not close, but become virtually unrecognizable.
- ▶ You do not always choose your path, but how you respond.



The NEW Kresge Library Services at the University of Michigan

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45

Hospitality at Kresge Library Services

- ▶ At Kresge, the "Ethereal Library's" value proposition is:
 - ▶ Live within the restrictions of virtually no collection space.
 - ▶ Figure out new collaboration mechanisms to serve our community.
 - ▶ **Forget the dead, take care of the living!**
- ▶ **If you are service-oriented, then you can survive these dramatic changes!**



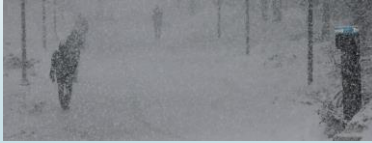
Squirrel at the University of Michigan, Ann Arbor

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Hospitality at Kresge Library Services

- Focus on what we can do vs. what we have done.
 - Made decisions like not bringing back course reserves – do not have the space to manage it.
 - Still have evening reference via chat and email – all done remotely.



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Hospitality at Kresge Library Services

- Embrace the change
- NOT a library problem of the 21st century.
- Changes in the last 50 years:
 - Copy cataloging
 - Local online catalogs & shared systems
 - Expanded access (TOC, more subject headings)
 - Shared catalogs (MeLCat, etc.)
 - Discovery layers
 - Working papers management → digital repositories
 - Coffee and food in the library
- How many staff are checking in serials?



Wanda Hates eBooks

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Patron-Driven Services and the Power of Yes

- Patron-Driven Services is a somewhat new way of thinking.
- So much of the library literature has been focused on figuring out how to get patrons to use our services
- Maybe...**JUST MAYBE...we are providing the wrong service**
- Are we offering what they want?
- Patron-Drive Acquisition is a very common theme among collection development librarians. Why buy books that have a 50% chance of NEVER being used (Academic problem) – instead let the patrons decide
- Buy just in time resources vs. just in case

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Patron-Driven Services and the Power of Yes

- Patron-Driven Services (PDS) is the same model:
 - 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
 - Seeking out the 'high-class' problem (vs. the 'low-class' one).

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Patron-Driven Services and the Power of Yes

- 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?

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Patron-Driven Services and the Power of Yes

- High-Class Problem questions:
 - How do we build capacity to meet our patron needs?
 - How do we get expand the space to fit all the people into our library?
 - What services might we stop doing to meet the reference needs of our patrons (embedded librarianship)?
 - How do we embrace technology as our patrons use it?

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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
 - ~ Has love (not like) for the service
 - ~ Has been able to get some unique service or interaction with the organization
 - ~ Has had an amazing experience that is worth sharing
 - ~ Has been told "Yes...we can do that"

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53

Patron-Driven Services and the Power of Yes

- 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!

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54

Patron-Driven Services and the Power of Yes

- 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
- The Race to the Bottom!

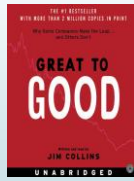
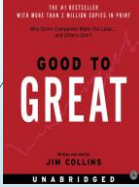


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55

Patron-Driven Services and the Power of Yes

► What book do we want to model?



Graphics by Kelly Burr, University of Michigan

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Patron-Driven Services and the Power of Yes

- 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
- And when the library morphed into a service unit – it kept us functioning!

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57

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 or libraries are doing
 - ~ It also means that we cannot take on everything – right now, that is finding students places to study.

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58

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

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59

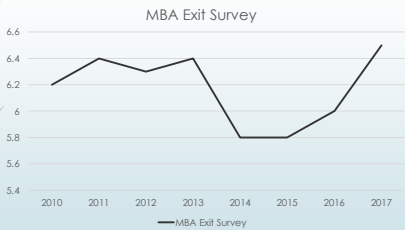
Closing Thoughts

- 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

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Closing Thoughts



***Note: On a scale from 1 (poor) to 7 (excellent) – 2017 scale to 5 (and adjusted)**

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Closing Thoughts

- Exit Survey Responses from MBA Grads
 - "Another gem at Ross. Whenever I have asked Kresge for help (in person or remotely through Meebo), I have never been disappointed. They helped me greatly during my internship.
 - "Best thing about Ross hands down."
 - "The librarians are amazingly responsive and supportive. I will miss them and their resources."
 - "Kresge Library staff is awesome! They answer to the e-mails promptly even during the weekend and they are very helpful. The chat is also very useful."
 - "Kresge library staff rocks! One of the best things about Ross."
- **We did poorly in the survey during construction – where did the library go???**

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62

Closing Thoughts

- From MBA Student:
 - During my summer, I was voluntarily working on a topic upon the request of my ex-supervisor from Turkey. I want to say that Kresge Librarians including Emily Schlaack, Danguole Kviklys and Joel Scheuher continuously provided their support for my research and I am so thankful to each of them. Their e-mails were literally making my day and I felt the 100% support from Ross whenever I needed. We really appreciate your kind help and are very excited for any potential collaboration for GAPs as well.
- From Ross Staffer:
 - They are multiply the value of a set of great resources by being so helpful and such great ambassadors of those resources.

Corey Seaman (University of Michigan) - Where is the Hospitality in Your Library? Speaking of which, Where is Your Library? (UD Mercy - October 2017)

63

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!

Corey Seaman (University of Michigan) - Where is the Hospitality in Your Library? Speaking of which, Where is Your Library? (UD Mercy - October 2017)

64

Closing Thoughts

- Sometimes it does not matter what your dashboard shows....



Corey Seeman (University of Michigan) - Where is the Hospitality in Your Library? Speaking of which, Where is Your Library? [UD Mercy - October 2017]

65

Thank You

Questions?

Slides:

<http://tinyurl.com/UDMhospitality2017>

Corey Seeman

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<http://www-personal.umich.edu/~cseeman/index.html>

Corey Seeman (University of Michigan) - Where is the Hospitality in Your Library? Speaking of which, Where is Your Library? [UD Mercy - October 2017]
