Where is the Hospitality in Your Library?
Michigan Innovative Users Group
Lansing, Michigan
Friday July 27, 2012
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Presentation Overview
• Introduction
• Hospitality Overview
• Hospitality at Kresge Library
• Patron-Driven Services and the Power of Yes
• Questions and Discussion

The Big Question: Future of Academic Libraries
• Redefining the Academic Library: Managing the Migration to Digital Information Services (2011, Education Advisory Board)
• “Writing Our Own Obituary” - by 2015:
  – Patrons go elsewhere for information
  – No need for traditional librarians
  – Library will need to be a space for more than just books

Where is the Hospitality in Your Library?

The Big Question: Future of Academic Libraries
• “Size Doesn’t Matter” – Collections
• The “Lonely Reference Librarian”
• Changing from “just-in-case” to “just-in-time” purchasing/collection development.
• “Repurposing the Warehouse”
• “Coming Out from Behind the Desk”
• Library – Service = Storage
• Misperception of what our tools can do
• There are lessons that are transferable to all library types

Where is the Hospitality in Your Library?

General Thoughts on Hospitality
• 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

Where is the Hospitality in Your Library?

General Thoughts on Hospitality
• Dalai Lama @DalaiLama
• Warm-heartedness reinforces our self-confidence – giving us not a blind confidence, but a sense of confidence based on reason.
• Dalai Lama’s Twitter Feed – June 1, 2012
• See also “http://www.huffingtonpost.com/2012/05/14/dalai-lama-arianna-huffington-interview_n_1510094.html”
What is Hospitality at Disney?

- 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!

What is Hospitality at Nordstrom?

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

What is Hospitality Over HOF Weekend?

- 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 instilled a culture of taking care of people.
- The goal is to make things right.

What is Hospitality at a Nice Hotel?

- Great Service – but everything at a price!

What is Hospitality in General?

- It is being available and visible
- It allows you to change what they expect from the library
- It is treating your users like customers (no matter what we call them)
- It is not simply luxury or excess
Does Hospitality Work in the Library?

- Librarians 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.

Self-Service Mentality

- 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...

Self-Service Mentality

- The Self-Service Hotel...

Self-Service Mentality

- That is great when people know what they want.
- This is not so 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.

Self-Service Mentality

- So maybe what we need is...

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

http://blog.comcast.com/2012/03/improving-online-self-service.html
### About Kresge Library

- Kresge Library: Independent Library at University of Michigan - Ross School of Business (3700 FTE)
- Staff of 21 FT people (8 librarians, 13 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)

### What does Hospitality Look like at Kresge?

- **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**
- **Hospitality and Empathy are KEY TERMS!**
- **I am more concerned about what our students and faculty need than what libraries are doing elsewhere**

### What does Hospitality Look like at Kresge?

- **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**

### What does Hospitality Look like at Kresge?

- **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

### What does Hospitality Look like at Kresge?

- **Some are possible because of our size and budget**
  - Embedded Librarians for MAP
  - Fax machine at Kresge Library
Embedded Librarians for MAP

- 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.

The %^&%*^&% Fax Machine

- We traditionally had a fax machine (or two) at Kresge Library for students to use.
- When it no longer worked, it was not be replaced – but the need persisted.
- Health forms, job acceptances, travel information often still required faxes.

The %^&%*^&% Fax Machine

- We ended up doing the faxes – but we “blinked” and bought a new machine – that base been very popular.
- Changes the impression that the students have of the library

What does Hospitality Look like at Kresge?

- Some have relatively modest cost with a good return
  - Strat 502 Support
  - Supplies for Students
  - Doughnuts!

Strat 502

- Core class for MBA students in their first term.
- Assignment to look at one industry and two companies.
- While we provide research tools – we are quick to encourage people to come in for specialized assistance.
- “Walk you down the aisle” vs. pointing.

Needs 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
### Needs Supplies?
- We got creative in obtaining the supplies.
- Green Clean Day & eBay

### Doughnuts
- Kresge Library runs on carbs. Two dozen doughnuts costs $12 – we get them weekly during MAP.

### What does Hospitality Look like at Kresge?
- Some have virtually no cost and a good return
  - Supporting Recruiting
  - Flexibility With Staff
  - Clickers for Student Awards Ceremony
  - Distribution of Club Material
  - Our General Demeanor!

### Supporting Recruiting
- Recruiters have interviews 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

### Flexibility With Staff
- 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.
- Nothing can happen without that.
- Ties to Positive Organizational Scholarship
- Important for Modeling Good Behavior!

### Clickers for Student Awards Ceremony
- MBA students have a celebration at the end of their time at Ross
- They have all sorts of awards that are voted by the graduates
- By using clickers – they can easily and more enjoyably do this live
- Did take a bit of setup and work – but the return is great and it did not cost us anything
Distribution of Club Material

- Kresge Library has longer service hours than almost any other entity on campus.
- A club officer asked for help in distributing material to PT MBA students who are often only on campus at night and weekends.
- We are going to allow them to give us these items and distribute them with requests (holds) at circulation.
- No costs associated with this – but it is a service they can appreciate.

Our General Demeanor!

- The most important element of hospitality is our disposition.
- 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).

What did not work?

- 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.

What did not work?

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.

What did not work? Late Night Copying

- We had faculty who wanted a service that would be available into the evening for last minute copies – typically for class.
- Since we were open the latest of any unit, we took this on.
- Established guidelines that we could support, but we misread the market.
- Almost no request came in. Still “on the books”.

What did not work? Coat 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.
Connecting Hospitality with Service

- Cannot have one without the other
- Make all people feel welcome at your library
- Treat patrons the way that you would like to be treated (Golden Rule)
- Create the library you would want to use!
- “Point with your feet, not with your arm”

Patron-Driven Services and the Power of Yes

- Patron-Driven Services is a new concept.
- 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-Driven Services and the Power of Yes

- Patron-Drive Acquisition has been all the rage recently.
- 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.

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.

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?

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?
### 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?

### Patron-Driven Services and the Power of Yes

**• Whiteboard at Ross – March 22, 2012**

### Patron-Driven Services and the Power of Yes

**• Power of Yes**
- Purchasing everything patrons want — this might not go over well with some staff.
- Discussion with a librarian once about the way it "used to be" with collection decisions by library staff.
- They felt authoritative when they said NO to requests.
- I suggested that we can be just as powerful with an answer of YES.

### 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.

### Patron-Driven Services and the Power of Yes

**• 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

**• Managing Expectations**
- No organization has become great or maintained greatness by managing expectations.
- No organization has ever developed passionate users by managing expectations.
- This is the time when poor customer service is winning! Let’s flip that around.
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.
• However, the total effect was that they destroyed the overall quality of the coffee.
• Now, Charlie McCarthy would not touch it.

Where is the Hospitality in Your Library?

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.

Where is the Hospitality in Your Library?

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).

Where is the Hospitality in Your Library?

What does Hospitality Mean at Kresge?

• 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.

Where is the Hospitality in Your Library?

What does Hospitality Mean at Kresge?

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What does Hospitality Mean at Kresge?

• 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.”

Where is the Hospitality in Your Library?
What does Hospitality Mean at Kresge?

- Hospitality and the Power of Yes at Kresge

Some Final Thoughts

- Be careful about Metrics and dashboard indicators

Some Final Thoughts

- [Lawrence has just extinguished a match between his thumb and forefinger. William Potter surreptitiously attempts the same]
  - William Potter: Ooh! It damn well 'urts!
  - T.E. Lawrence: Certainly it hurts.
  - Officer: What's the trick then?
  - T.E. Lawrence: The trick, William Potter, is not minding that it hurts.

Some Final Thoughts

- From Reuters
  - Give people a chance to rant every so often!
  - Maybe not exactly like this...

Thank You

Thank You

Questions?

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