

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

---

## Where is the Hospitality in Your Library?

*Central Michigan University  
Mount Pleasant, Michigan  
Monday September 24, 2012*

*Corey Seeman  
Kresge Business Administration Library  
Ross School of Business (University of Michigan)*

---

## Presentation Overview

- The Big Question: Future of Academic Libraries
- Personal Introduction
- Hospitality Overview
- Hospitality at Kresge Library
- Patron-Driven Services and the Power of Yes
- Closing Thoughts
- Questions and Discussion

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

## The Big Question: Future of Academic Libraries

- Redefining the Academic Library: Managing the Migration to Digital Information Services (2011, Education Advisory Board)
- <http://www.theconferencecircuit.com/wp-content/uploads/Provosts-Report-on-Academic-Libraries2.pdf>
- “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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

## 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”
- ***Misperception of what our tools can do***
- ***There are lessons that are transferable to all library types***

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

## The Big Question: Future of Academic Libraries

- To this end – a pessimist might say that the campus sees us in only three key areas:
  - ~ **Space**
  - ~ **Stuff**
  - ~ **Service**
- **Library – Service = Storage**

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

## The Big Question: Future of Academic Libraries

- Other Reports are plentiful in this space:
  - ~ ***Working Together: Evolving Value of Academic Libraries (June 2012) – Sage Report (Loughborough University – UK)*** - <http://libraryvalue.wordpress.com/report/>
  - ~ ***Value of Academic Libraries Report – Megan Oakleaf (ACRL)*** - [http://www.acrl.ala.org/value/?page\\_id=21](http://www.acrl.ala.org/value/?page_id=21)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

**MICHIGAN**   
ROSS SCHOOL OF BUSINESS

## The Big Question: Future of Academic Libraries

- So what is our future?
- And what should we borrow from the past?



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Personal Introduction

- Something about me....mine is 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](http://math.boisestate.edu/gas/pirates/pirates_lib.pdf)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Personal Introduction

- I will be talking a great deal about services implemented – both successful and otherwise.
- Some key takeaways
  - ~ 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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!

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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.”
- See Spector's *The Nordstrom Way to Customer Service Excellence*, 2005.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



### What is Hospitality at a Nice Hotel?

- Hyatt Regency Orange County.
- EXCEED YOUR *Expectations* FOR THE PERFECT GETAWAY

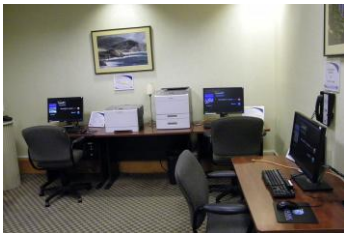


Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



### What is Hospitality at a Nice Hotel?

- Great Service – but everything at a price!



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



### What is Hospitality at a “Fine” Hotel?

- Super 8 in Mt. Vernon, Ohio.



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



### What is Hospitality at a “Fine” Hotel?

- Comfort Inn in Mt. Pleasant, Michigan.
- Free breakfast and wifi....NICE!



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



### What is Hospitality in General?

- 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## What is Hospitality in General?

- It is looking at the library through the eyes of a new member of the community



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



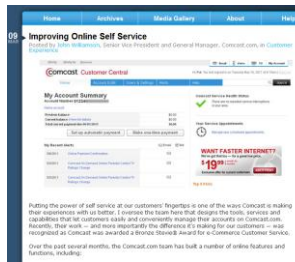
## Self-Service Mentality

- 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...

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Self-Service Mentality



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

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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Self-Service Mentality

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Self-Service Mentality

- The Self-Service Hotel...



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Self-Service Mentality

- So maybe what we need is...



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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://www.bus.umich.edu/KresgeLibrary/downloads/annualreports/KresgeAnn2011.pdf>

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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***
- 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*)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

- **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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

- 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***

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

Maybe it looks like this

*Sign outside Regents Park Apartments in Chicago*

We want a concierge & repair service 24/7



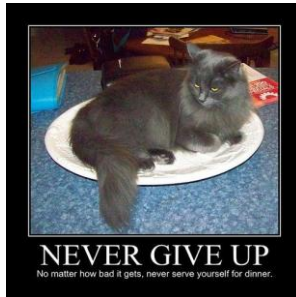
Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

It never looks like this...

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Strat 502

- “Walk you down the aisle” vs. pointing.
- Follow this method for other classes as well.
- Mutual benefit for the students (easy way to find resources) and our colleagues (allows us to understand what resources are being recommended to the students).
- Would not have that if this “lived” in the course management program (CTools).

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Needs 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Needs Supplies?

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Doughnuts

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Course pack distribution

- 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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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!

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.*
- Balancing **Empathy** between all staff and patrons.
- Ties to Positive Organizational Scholarship
- **Important for Modeling Good Behavior!**

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS



## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.
- ***“Do not get married to the results”*** – Bernard Seeman (many times)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.*



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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”

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## What did not work?

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



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## What does Hospitality Look like at Kresge?

- 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”

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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?

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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 – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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?

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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?

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Patron-Driven Services and the Power of Yes

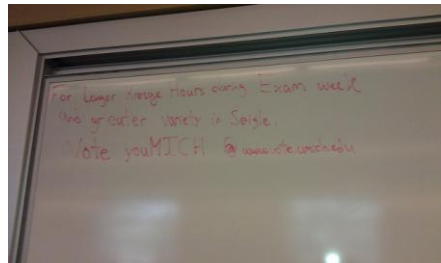
- High-Class Problem questions:
  - ~ How do we build capacity to meet our patron needs?
  - ~ How do we get expand the space to fit all the people into our library?
  - ~ What services might we stop doing to meet the reference needs of our patrons (embedded librarianship)?
  - ~ How do we embrace technology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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## Patron-Driven Services and the Power of Yes

- Whiteboard at Ross – March 22, 2012



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

## 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.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN   
ROSS SCHOOL OF BUSINESS

### 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”

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

### 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! Let’s flip that around.

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

### 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

### 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

### 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

### 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Mean at Kresge?

	2010	2011	2012
BBA Kresge	6.3	6.1	6.2
BBA Other Services	5.68	5.68	5.66
MBA Kresge	6.2	6.4	6.3
MBA Other Services	5.12	5.44	5.48

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## 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?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## What does Hospitality Mean at Kresge?

- Hospitality and the Power of Yes at Kresge



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Some Final 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!

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS


## Some Final 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)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Some Final Thoughts

- Sometimes it does not matter what your dashboard shows 



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

MICHIGAN  
ROSS SCHOOL OF BUSINESS

## Some Final Thoughts

### Sometimes – being hospitable can hurt – its OK

- [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.

<http://www.imdb.com/title/tt0056172/quotes?qt=qt0294178>  
Lawrence of Arabia - [http://youtu.be/BYNEIueJj\\_w?t=34s](http://youtu.be/BYNEIueJj_w?t=34s)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Some Final Thoughts

- Life happens – move on!
- Mistakes and accidents are part of the process
- Great Lakes Loons (Midland, Michigan 6/30/08)



Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Some Final Thoughts

### Germans blow off steam with swearing hotline

Recommended 161 people recommend this. Be the first of your friends.

By Chris Cottrell  
BERLIN (Wed Jul 25, 2012 11:48am EDT)

(Reuters) - Two German entrepreneurs have devised a way for passive-aggressive citizens to blow off some steam - dial a telephone number and give the person on the other end a verbal lashing.

The swearing hotline, known as "Schimpf-los" ("swear away") in German, has operators standing by seven days a week for frustrated individuals to jeer at and taunt using the most unavoy language they can muster.

"We don't judge people who are angry," said Ralf Schulte, who set up the hotline with his fellow media services provider Alexander Brandenburger.  
"It happens. It's natural. With us you can blow off steam no strings attached." 41-year-old Schulte told Reuters.

Tweet (17)

Share this

Share this

Email

Print

Related Topics

Oddly Enough

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

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012



## Thank You

Thank You  
Questions?

Corey Seeman  
[cseeman@umich.edu](mailto:cseeman@umich.edu)

Where is the Hospitality in Your Library?  
Corey Seeman – CMU (Mt. Pleasant, Michigan) – September 24, 2012

