The Case for Change:
Rethinking Library Services, Spaces, and Organizations

Elliot Felix

Founder, brightspot strategy

www.brightspotstrategy.com

hello!

about me

trained as an architect...
epiphany 1: design and use are disconnected
back to school to connect them with research....
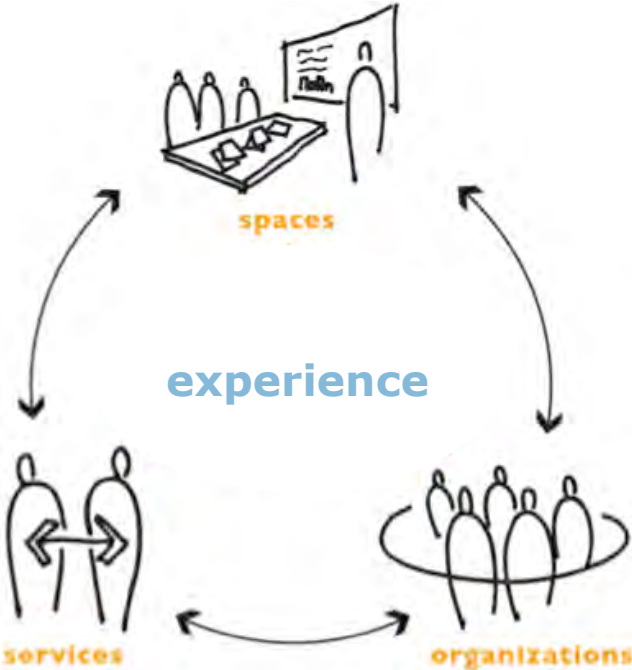space strategy consulting
epiphany 2: space, services, and people are interconnected
founded brightspot to guide organizations to their future.

(also: geek out on organizational development)

about brightspot

we guide organizations to their future

spaces

experience

services

organizations

introduction

The future is already here — it's just not very evenly distributed.

– William Gibson

today's agenda:

Transformations	Tactics	Teasers
Role	Research	Loyalty
Offering	Partner	Change
Experience	Engage	Orientation

poll
(RESULTS)

What needs to change MOST about libraries in the future?

ℹ Poll is full and no longer accepting responses

Services and programs offered	**A** 19
Staff roles and skills	**B** 24
Work processes and operations	3 **C**
Organizational structures	**D** 2
Organizational culture	**E** 36
Spaces for users and staff	**F** 13
Collections development, discovery, access, and use	3 **G**

0   5   10   15   20   25   30

transformations

how do you shift your ROLE from product sales to business partner?

Microsoft
(Schiphol office)

role transformation

formal board room pitch

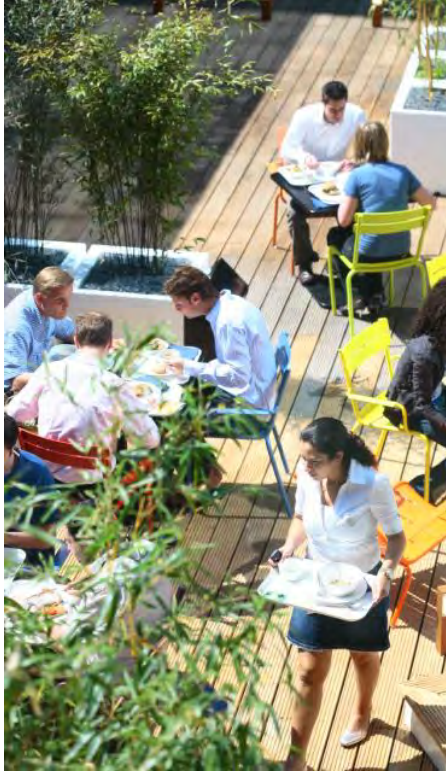## informal coffee conversation

office as café

design: aucket and kolon architects

varied spaces, diverse interactions

design: aucket and kolon architects

results

1. Sales increased by 50% and productivity by 25%

2. Won "Great Place to Work" award in 2009, 2010 and 2011

3. Employee satisfaction rose from 5/10 in 2008, to 8/10 in 2011

4. Sick leave days are down to 1.5% from 2.5%

5. Reduced real estate costs by 30%

6. Growing at twice national rate for software (11% vs. 4-5%)

Source: http://www.managementexchange.com/story/microsoft-netherlands

library application: UCLA Library Inquiry Labs

how do you shift your OFFERINGS from a pharmacy to a healthcare provider?

offering transformation

transactional pharmacy

consultative healthcare partner

growing demand

Top Ten Preferred Primary Care Clinic Attributes

n=3,873

- I can walk in without an appointment, and I'm guaranteed to be seen within 30 minutes
- If I need lab tests or x-rays, I can get them done at the clinic
- The provider is in-network for my insurer
- The visit will be free
- The clinic is open 24 hours a day, 7 days a week
- I can get an appointment for later today
- The provider explains possible causes of my illness and helps me plan ways to stay healthy in the future
- Each time I visit the clinic, the same provider will treat me
- If I need a prescription, I can get it filled at the clinic instead of going to another location
- The clinic is located near my home

What's 30 Minutes Worth?

- Walking in without appointment and being seen within 30 minutes ranked 1st (out of 56 attributes)
- Walking in without appointment and waiting 60 minutes ranked 39th

When Should We Be Open?

- Not surprisingly, a clinic open 24/7 is most appealing
- Consumers have slight preference for weekends over after-hours access
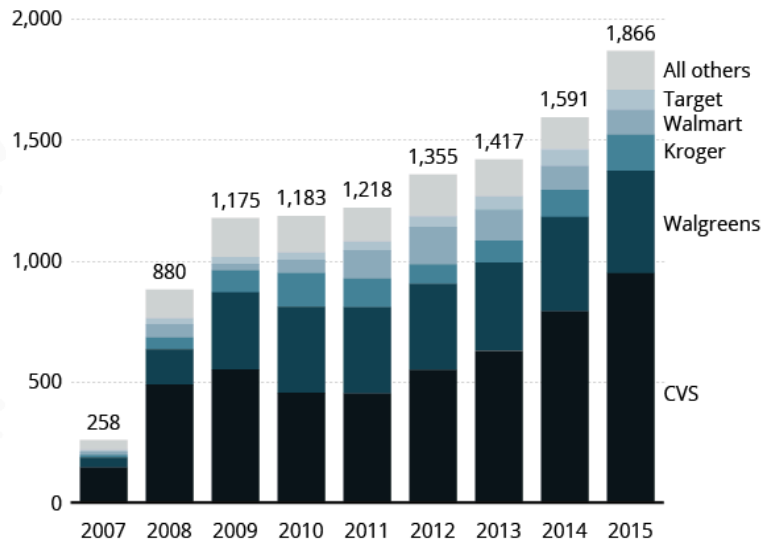
Where Should We Locate?

- Consumers prefer the clinic to be located near their home over near errands or work
- A clinic near errands is slightly preferred over a clinic near work

Source: The Advisory Board

The Drugstore Will See You Now

Major pharmacy chains and big box retailers like Walmart are looking to draw customers by offering health care services. Since 2007, the number of clinics at these stores increased more than sevenfold.

Retail clinics at the start of the year

Year	Total
2007	258
2008	880
2009	1,175
2010	1,183
2011	1,218
2012	1,355
2013	1,417
2014	1,591
2015	1,866

All others
Target
Walmart
Kroger
Walgreens
CVS

Source: Huffington Post

guided by purpose

This is the right thing to do.

CVS/pharmacy will stop selling cigarettes and all tobacco products at its more than 7,600 stores nationwide by October 1, 2014

Ending the sale of cigarettes and tobacco products at CVS/pharmacy is simply the right thing to do for the good of our customers and our company. The sale of tobacco products is inconsistent with our purpose – helping people on their path to better health.

As the delivery of health care evolves with an emphasis on better health outcomes, reducing chronic disease and controlling costs, CVS Caremark is playing an expanded role through our 26,000 pharmacists and nurse practitioners. By removing tobacco products from our retail shelves, we will better serve our patients, clients and health care providers while positioning CVS Caremark for future growth as a health care company. Cigarettes and tobacco products have no place in a setting where health care is delivered. This is the right thing to do.

Larry Merlo, President and Chief Executive Officer

visible services

results

1. Revenue up 10% since smoking ban (pharmacy sales offset loss of tobacco sales)

2. Top-rated app among major US-based pharmacies

3. Most locations – 836 Minute Clinics in 28 states (10% of locations)

4. Top Glassdoor rating among major ranked retail clinics – (CVS 3.0 Walgreens 2.9, Rite-Aid 2.8, Target unranked, Walmart unranked)

library application: NCSU Hunt Library service
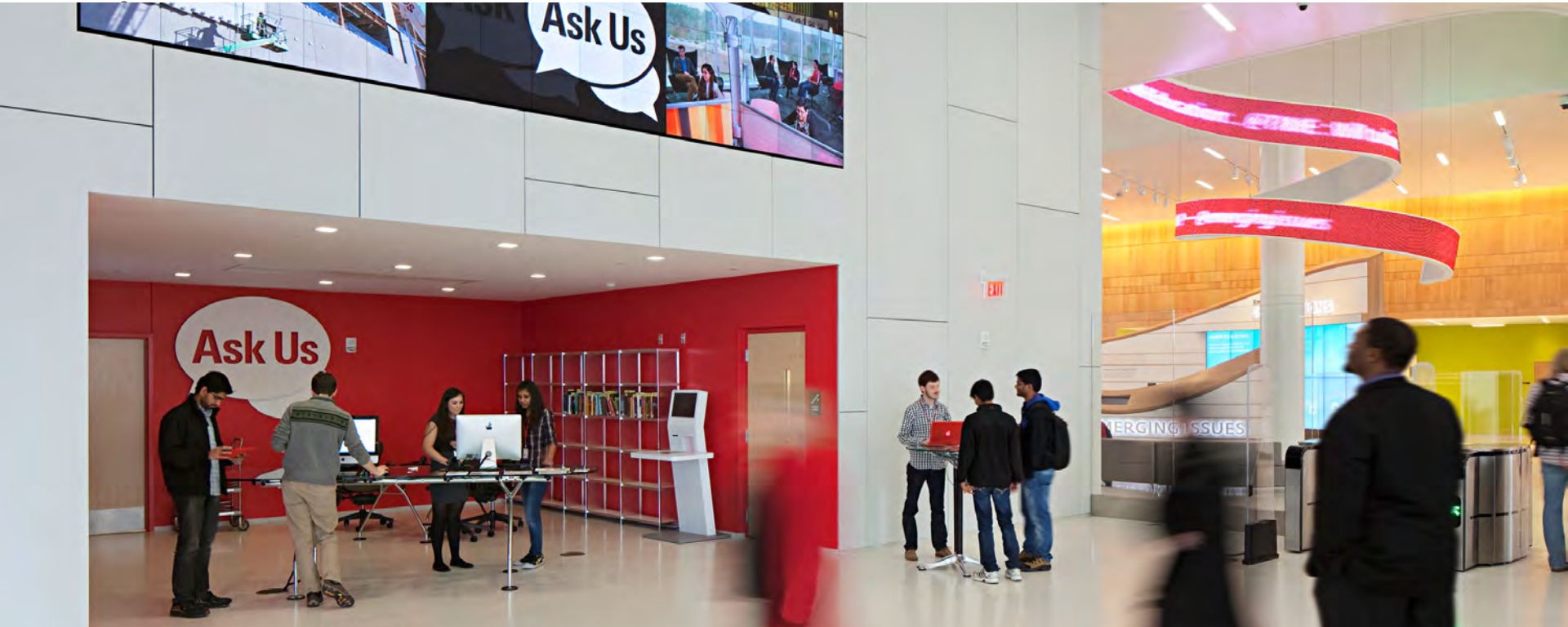
design: Snøhetta with Clark Nexsen

how do you connect digital and physical EXPERIENCE with users in mind?

experience transformation

commodity transport

connected experience

experience-based mindset

experience-based mindset

top-ranked digital tools
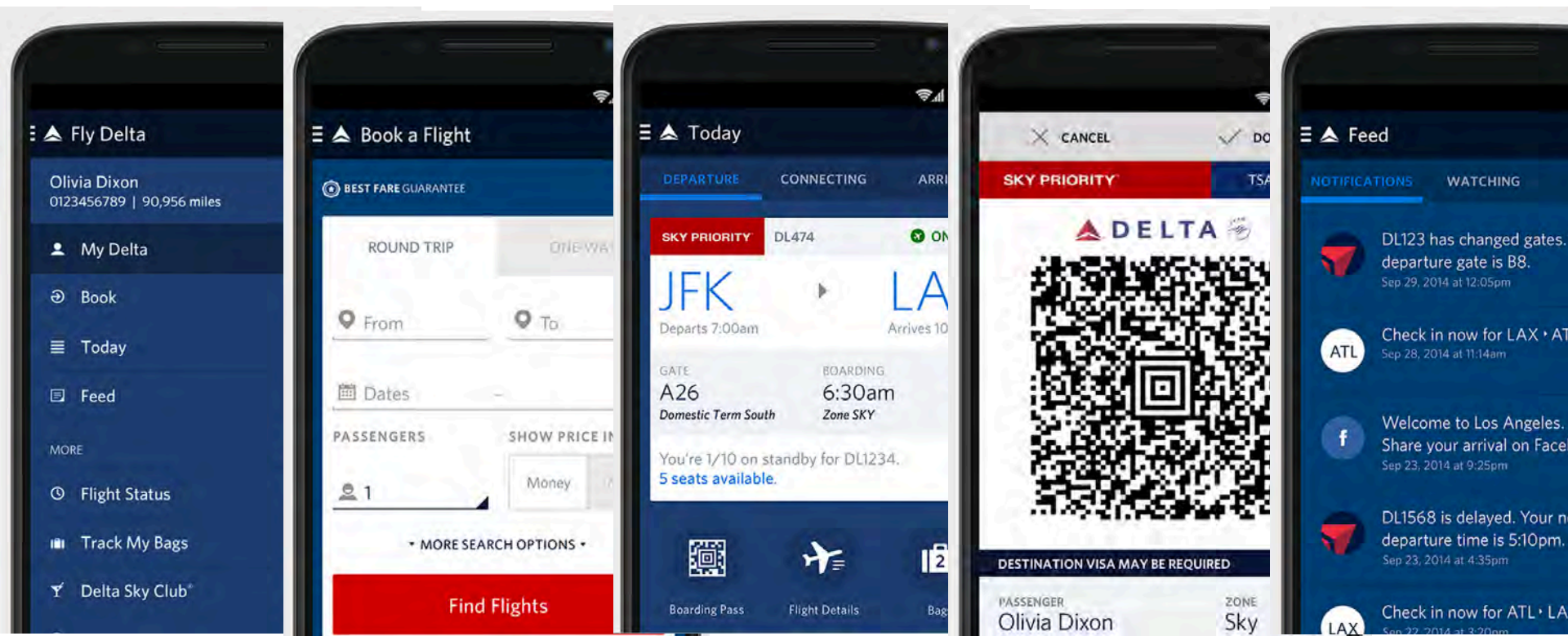
departure lounges and clubs

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results

1. #1 rated mobile airline app

2. #39 in Fortune's 50 Most Admired Companies

3. 2015 Best US Airline (middleseat, airfare watchdog)

4. Tied for top US airline to work for on Glassdoor.com (84% would recommend to a friend)

"library" application: Smithsonian mobile
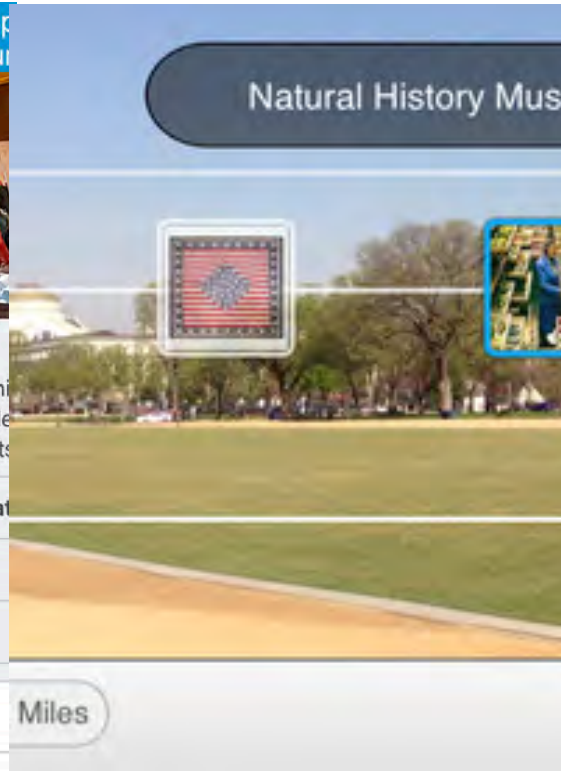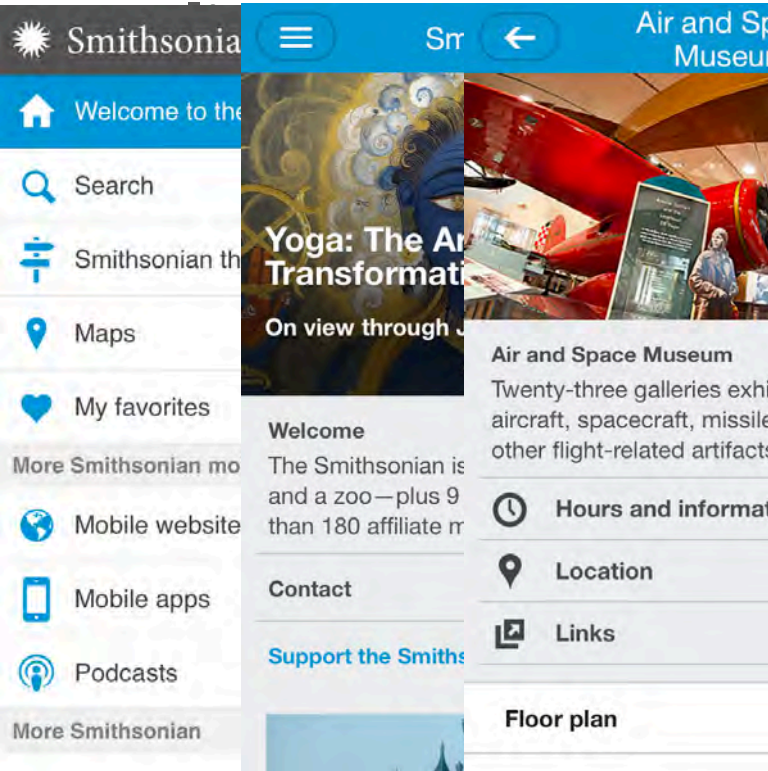
tactics

how can RESEARCH help you understand and anticipate your users' needs?

user research @ Georgia Tech

User Research

Identify opportunities to support research, scholarship, teaching, and learning activities / experiences on campus.
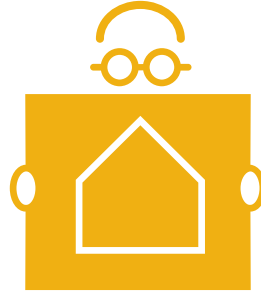
Library Playbook

Concepts and advice to inform the Library Towers renovation project and support the architectural team

Service Models

Co-create new service and staffing models with Library and Learning Excellence teams.

research tools and process

data mining	interviews	"playbook"
surveys	shadowing	taskforces
workshops	sense-making	piloting

background dashboard data
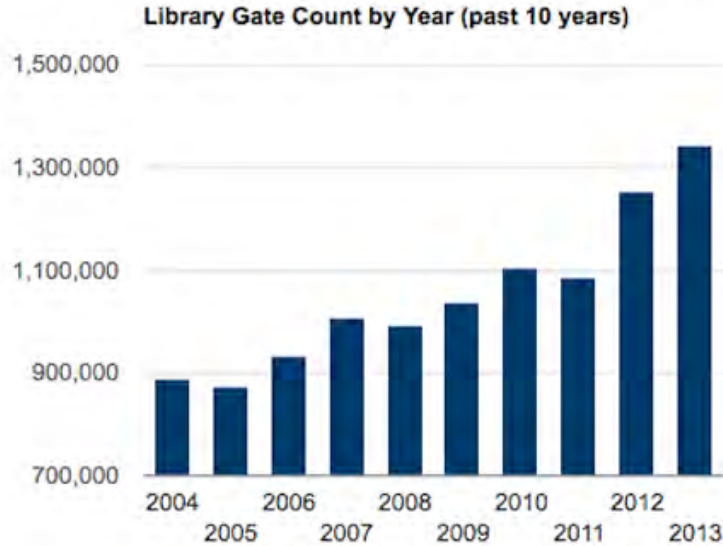
Library Physical Gate Count (2004-2013)
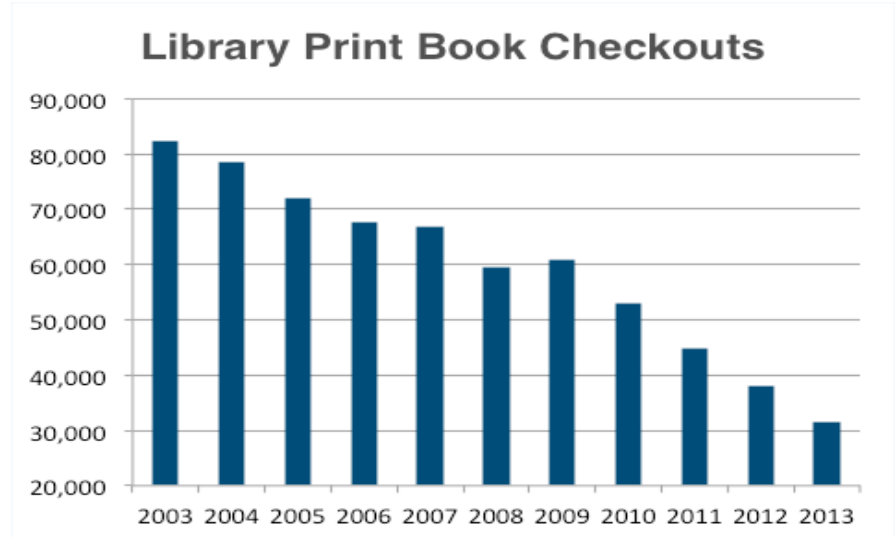
Library Print Book Checkouts (2003-2013)

plus 1,000,000+ "clicks" to library e-books and e-journals.

selected research activities

observations

shadowing

workshops

journaling

research findings

1. Lack of service awareness

2. Opportunity to make connections and cross disciplines

3. Facilitating quiet focus

4. Enabling skills mastery

5. Connecting physical and digital

6. Engaging in research process earlier and later

experience model

DISCOVERING
Finding the right information, content, people, and tools

FOCUSING
Filtering information and identifying what's next

GROWING
Mastering new skills and building relationships

CREATING
Expressing and applying ideas

SHOWCASING
Testing and sharing back with the community

testing

"eureka!"

interacting

curating
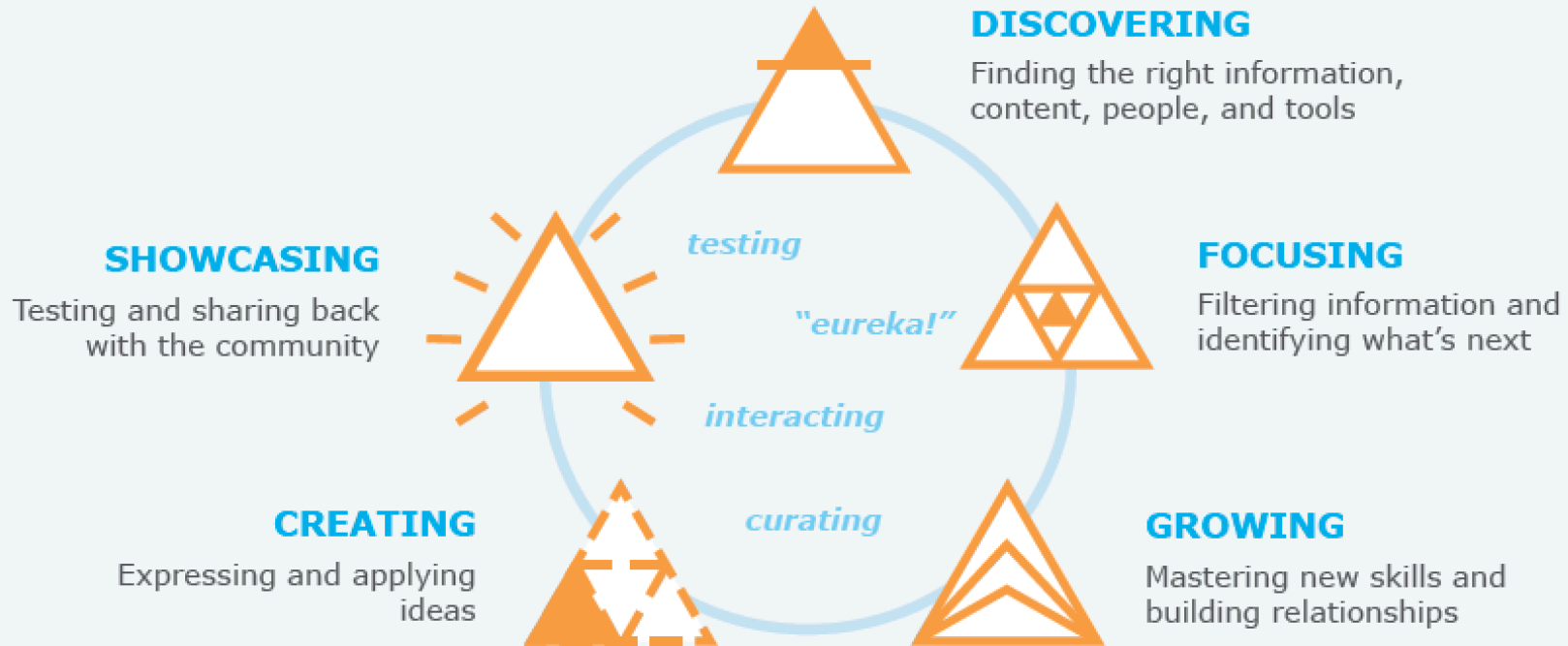
what's next: library "store"

how can you PARTNER across campus to collaboratively provide support services?

improving advising with a holistic approach

cataloging services

research findings

awareness

personal connections

expertise

convenience

Increase knowledge of available services

Help students identify what's most applicable to them

Help students create personal connections earlier

Fill the "gap" until they form connections

Connect students to a variety of "experts"

Prepare individuals (including peers) to act as advisors

Make services more visible and physically accessible

Offer services at the time and point of need

service delivery scenario planning

TYPE OF ADVISING SERVICE

Primarily directing ← → *Primarily helping*

PRESENCE OF THE CENTER — *Primarily physical* ↑ / *Primarily digital* ↓

1. CONCIERGE DESK

The go-to place to discover opportunities and find out about all the advising services available on campus. Students come with all types of questions or requests, and the center can help them identify who to see next or where to go for help. Like a concierge desk at a hotel, this is a place where people are in the know and can point you in the right direction for a great meal, show, or tour but they cannot take you on it.

2. TOUR GUIDE

A centralized resource that students can visit to receive advising services and support. Students walk in with a question or a request, and walk out having taken action or steps towards a solution. Like a tour guide, you can have someone talk you through the steps and then guide your journey, offering advice along the way.

4. TRIP ADVISOR

A rich, digital directory for all things advising at UVA. Students can visit the site to explore opportunities, discover and learn about available services, and be directed to physical and digital resources that will enrich their experience at UVA. Like a travel site, it pulls together vast information resources from providers and other users and organizes it in a way that helps you help yourself.

3. TRAVEL AGENT

A virtual resource and hub for advising services where students can get answers to or help with a wide range of problems or required tasks. Online support helps students accomplish what they need to – from anywhere, on any device. Like a travel agent, you can get both advice and hands-on support from an expert with a wealth of information and experience at his/her fingertips.

vision

physical and digital

helping and directing

integration

advisors as guides
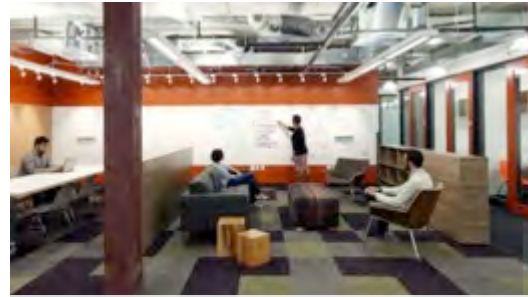
flexibility and choice

engage and empower

strategy

TRADITIONAL APPROACH:
Student workspace and support spaces are distinct.
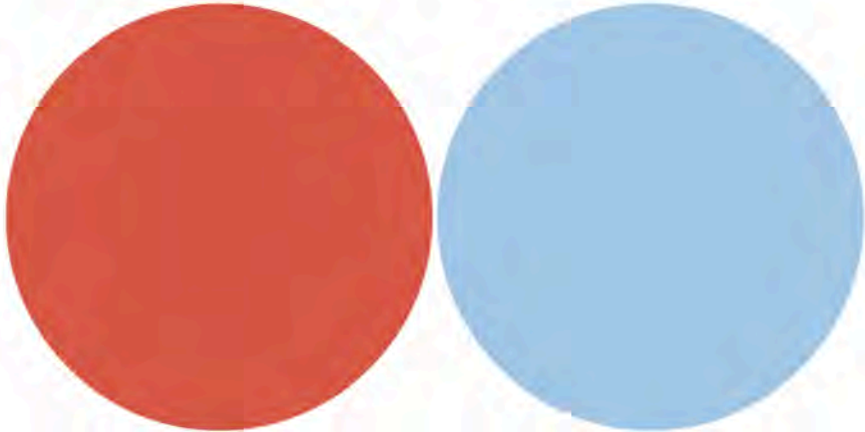
NEW APPROACH:
Student workspace and support spaces blend
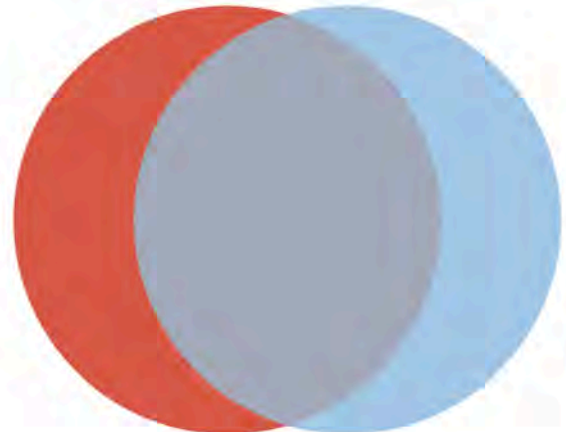
partnership model

Visiting - Programming	Visiting – Episodic / Surge	Visiting – Recurring	Satellite	Collaborative
Deliver only workshops and programs on a semi-frequent basis	Deliver 1:1 and group services at peak times (e.g. end of semester)	Deliver 1:1 and group services on a frequent, recurring basis	Deliver 1:1 and group services during many Center hours	Deliver services during all Center hours, require office space
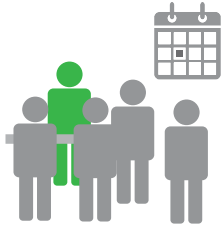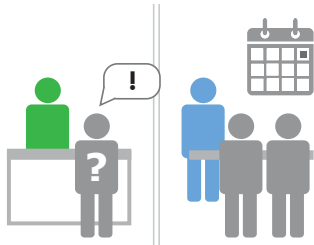
Increased presence in Center; Increased space needs

what's next: phygital

Role of Digital

- save time
- better matchmaking
- discover opportunities
- self-service
- extend the experience
- continuous improvement

ENTICE

ENTER

EXTEND

ENG

ENTICE
Why would you come into the Center?

- Informal ways to communicate outside the Center with Center staff via Chat, FAQ, etc.
- Recommendations based on a student-created profile
- *Broadcast events and opportunities to other libraries and residential halls via digital screens*
- *Events/services calendar*

ENTER
What happens as you enter the Center?

- Navigation tool: map of the Center, including and who is available when and where
- Up-to-date calendar of events and partners present in the Center
- *Queuing system to give students projected wait times for services*
- *Calendar that shows the RSVP list and lets students invite friends*
- *Room booking system*

ENGAGE
How do you interact with the Center?

- Videos, pod casts - anything to make a personal connection online
- Database of resources with a "how to" guide
- Mobile technology to allow students to "raise their hand" and ask for help anywhere within the Center

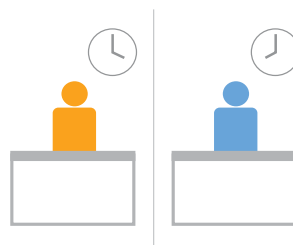**ENGAGE**
Continued

- Past student paths and an activi
- Tutorials on database navigation
- *Digitally connect with alumni or*
- *Opt-in record of the support yo*

EXIT
What happens as you exit the Cen

- Generate a list of next steps and
- *Online information sign-up to re*
- *Get links to resources/forms to*

EXTEND
How do you continue your interac

- Suggestions on what/who to visi
- Receive follow-up email from Pa
- *Referral directions and reminder*
- *Link to provide feedback on Cen*
- *View past and future activity onl*
- *Receive information about/conn*

how can you ENGAGE staff to look beyond the library and provide new services, in new ways?

New York Public Library

midtown NYC campus visioning and programming

Mid-Manhattan Library

Schwarzman Bldg.

Bryant Park Storage Facility

NYPL Tours [NYC] Updated: August 13, 2014

Thematic Area	Organization / Institution	Description	SERVICE SAFARI Activity	Navigating	Connecting	Customizing	Discovering	Consuming
			Moments (This place is a					
Collections	Brooklyn Art Museum Visible Storage Study Center	Visible Storage Center	Drop in to see the collections; Make an appointment to visit the center and observe the qualities of the experience				x	
Collections / Exhibitions	NYC Makers @ Museum of Art and Design	NYC Makers: The MAD Biennial (through October 12, 2014) is an exhibition that spotlights the creative communities thriving across the five boroughs today.	Attend the exhibition. Use interactive wayfinding to find exhibitions and explore collections. Check out artist studios.	x				
Collections, Creator	McNally Jackson	"McNally Jackson is an independent bookstore in New York City. We aspire to be the center of Manhattan's literary culture: witness our events, our two floors of books, our engaged staff. Not to mention our bustling café, because what, after all, is reading without coffee? We arrange our literature by nation, but we'll be glad to help if you find yourself lost amongst the Europeans." McNally Jackson also has an Espresso Machine that can print books from major publishers, individual publishers, and titles in the public domain, with different paperback sizes and covers to choose from. A Publishing Services team can help patrons through the printing process.	Consultation, print on demand			x	x	
Creator	Quirky	"Quirky is a New York City based invention company. The company allows inventors to submit their ideas, while also assisting them in the development process" (Wikipedia). Quirky is a great example of using creation space as part of your showcase and engaging staff and visitors through unique events ("brainstorms" and "evals").	Watch Quirky Eval, Th @ 7pm; www.quirky.com/live or attend in person	x				
Creator	WeWork Labs	The community for creators: a beautiful workspace with meeting and informal spaces, amenities, services, support, and month to month flexibility. Users can reserve rooms through an app.	Take a tour of a co-working space and document the services / spaces offered.	x	x			
Creator	New Museum's New Inc.	NEW INC is the first cultural incubator set within a museum. It has 11,000 sq. feet of dedicated workspace, labs, social areas, and event space. Opening in 2014, NEW INC offers mentorship and professional development to members. Its services include a twelve-month events program of business training, skill development, lectures, seminars, and workshops, as well as more informal peer-to-peer knowledge exchange, networking, and community-building opportunities.	Take a tour of a co-working space and document the services / spaces offered. Gensler has a contact.	x				x
Creator	BRIC Media House	http://bricartsmedia.org/community-media	Attend community media events; take tour				x	
Creator	Sony Center, Madison Avenue	Technology Lab (http://www.sonywondertechlab.com/)	Tours or events (e.g. sci fi workshop), attend an exhibition				x	

dscout mission: service safaris

Service Safaris #371435
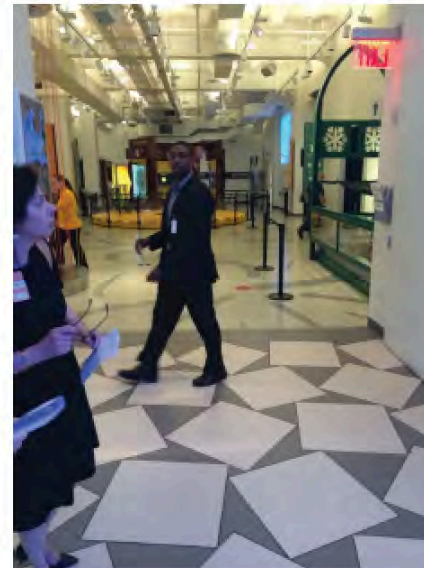
greeter

No Group

Mon, 08 Sep 2014
03:08 PM CDT

Q1 Where are you?
Museum of Math

Q2 In what part of the e
Enter

Q3 What "moment(s)" d
Navigating
Connecting
Discovering

Q4 How would you rate
Good

Q5 What makes this mo
happening, services off
We were greeted and it gav
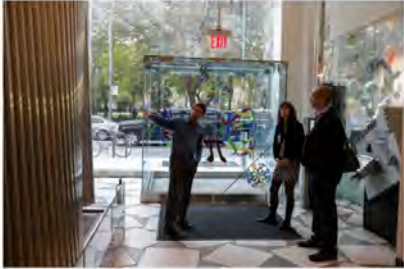and had to move through t
were. And he gave us a lam

service safaris results

THE WALL STREET JOURNAL.

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http://www.wsj.com/articles/new-york-public-library-searches-for-renovation-inspiration-1415584374

NY CULTURE

New York Public Library Searches for Renovation Inspiration

Trips to Various Spaces Are Meant to Inspire Ideas for Renovation of the Flagship Fifth Avenue Property

Glen Whitney of the Museum of Mathematics gives a tour of the facility to the New York Public Library's Shana Kimball and Jason Baumann. MARK ABRAMSON FOR THE WALL STREET JOURNAL

By JENNIFER MALONEY
Nov. 9, 2014 8:52 p.m. ET
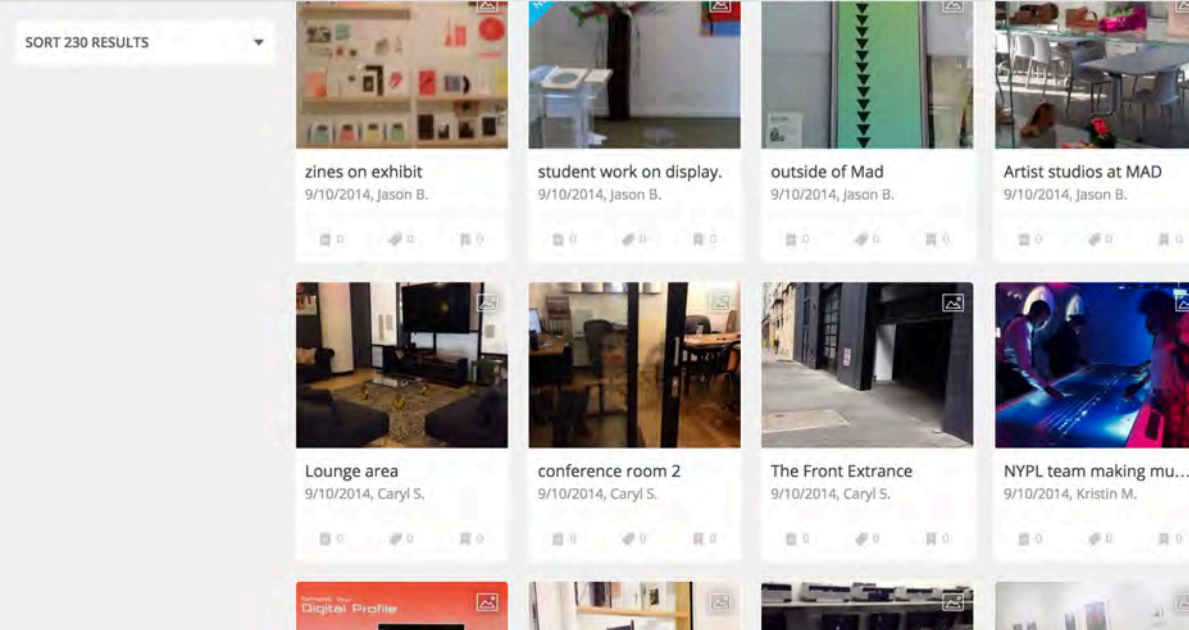
On a reconnaissance mission, Shana Kimball walked through the Museum of Mathematics with her smartphone out, snapping pictures of square-wheeled tricycles

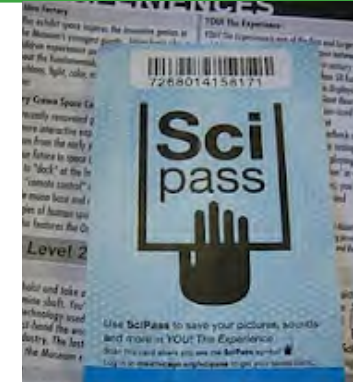Service Safaris   Setup   Search

SORT 230 RESULTS

zines on exhibit
9/10/2014, Jason B.

student work on display.
9/10/2014, Jason B.

outside of Mad
9/10/2014, Jason B.

Artist studios at MAD
9/10/2014, Jason B.

Lounge area
9/10/2014, Caryl S.

conference room 2
9/10/2014, Caryl S.

The Front Extrance
9/10/2014, Caryl S.

NYPL team making mu...
9/10/2014, Kristin M.

5 Es of experience

Entice

How you get people to engage and/or visit the library and what happens before people "enter."

Enter

What happens as the experience begins; how people get oriented, how people discover what's available.

Engage

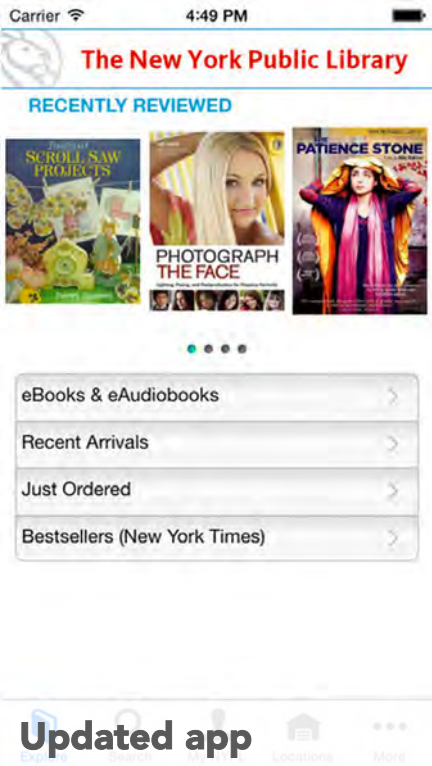The interactions among people, tech, info, and spaces which make up the core of the experience.

Exit

How the experience ends and people exit a space, tool, platform or space.

Extend

How the experience is extended after people exit – digitally and physically.

5Es by Conifer Research

what's next: enhanced experiences

Updated app

15,000 Free Literacy Kits

Outdoor Reading Room

teasers

how can you understand and reward your most LOYAL users?

HAMMER Plus loyalty program

HAMMER PLUS EARNED MEMBERSHIP

Now that Hammer admission is FREE, we want everyone to be able to enjoy a deeper, more meaningful relationship with the Museum.

By making the Hammer a part of your life, you can now earn a FREE, yearlong HAMMER PLUS membership just by visiting 12 times in one year!

Participate level members enjoy:

Priority entry for two and seat selection in the Billy Wilder Theater at Hamme programs;

Invitations to all exhibition opening receptions;

An invitation to one additional HAMMER PLUS event;
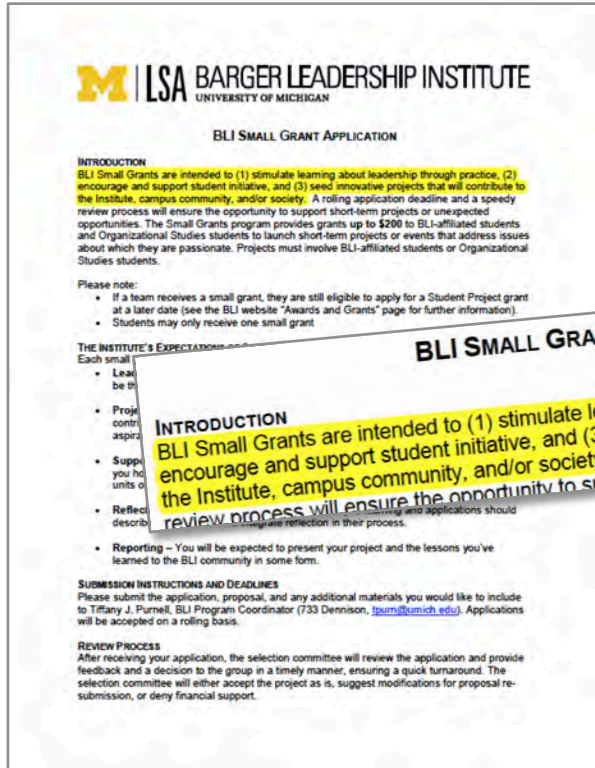
A Hammer calendar sent to your home.

All these perks are yours–for FREE– and every visit counts, whether you

how can you fund CHANGE to showcase people and projects?

small grant programs and showcases

how can you proactively ORIENT users instead of waiting for questions?

orientation tours
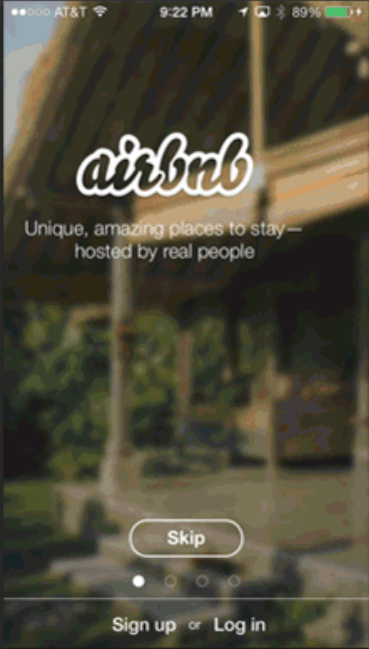
get started planning libraries for a new age!

Transformations	**Tactics**	**Teasers**
Role	Research	Loyalty
Offering	Partner	Change
Experience	Engage	Orientation

final thought: work outside-in <u>and</u> inside-out

Fortune Rank Best Places to Work
by Brand Performance Rank 2014
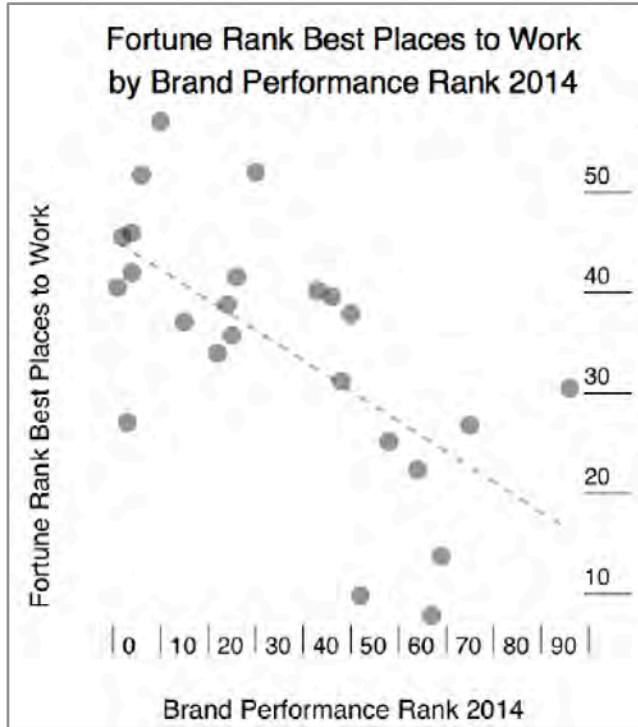
brightspot analysis in collaboration w/ Victor Nwankwo

Understanding, adapting to, and meeting users' needs with innovative spaces and services is only possible with a satisfied, engaged, and high-performing staff.

Gallup's Q12 meta analysis has shown that companies in the companies in the top quartile had 10% higher customer ratings, 22% higher profitability, and 21% higher productivity and that of the American workforce only ~30% of employees are engaged, ~50% are not engaged, and ~20% are disengaged.

questions?

Follow-up to Q&A: How can I get started with organizational change?
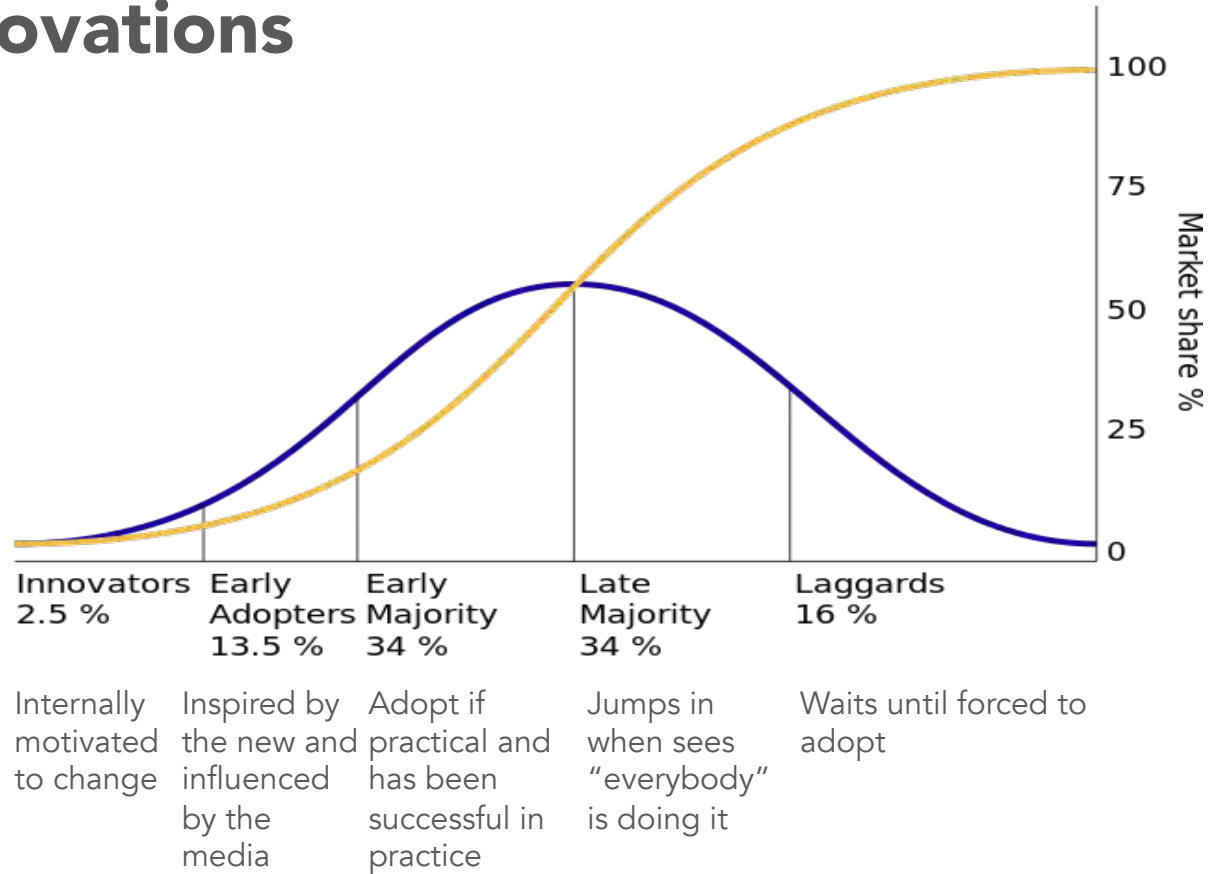
diffusion of innovations

Innovators 2.5 %	Early Adopters 13.5 %	Early Majority 34 %	Late Majority 34 %	Laggards 16 %
Internally motivated to change	Inspired by the new and influenced by the media	Adopt if practical and has been successful in practice	Jumps in when sees "everybody" is doing it	Waits until forced to adopt
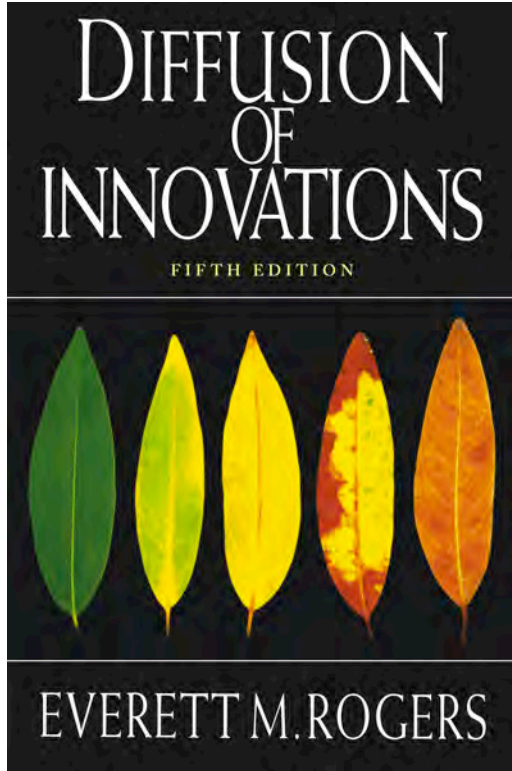
Rogers' 5 factors of adoption

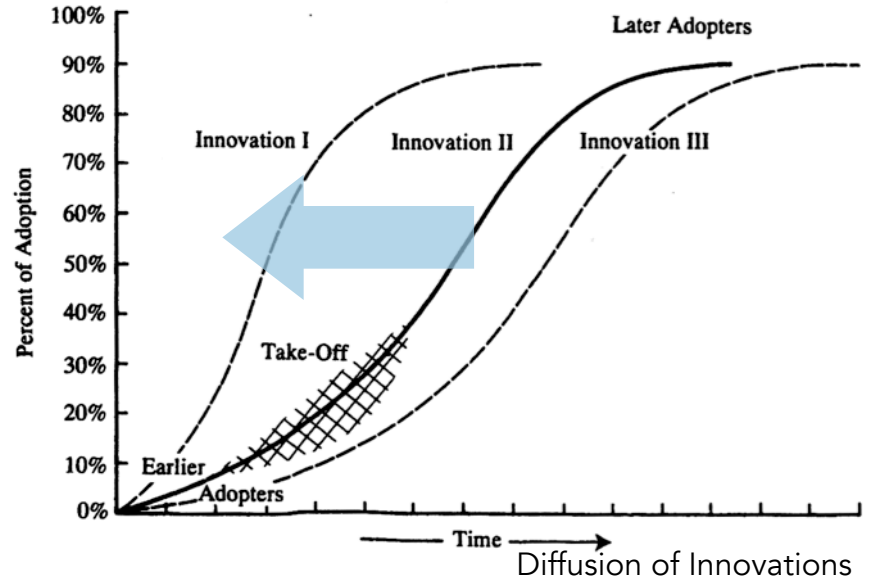1. Observability: can I see someone use/interact with it?

2. Triability: How easy is it to try out?

3. Complexity: how easy is it to understand?

4. Compatibility: how compatible is it with what I'm already using?

5. Relative advantage: what advantage does it have over what I'm already using?

Figure 1-2. The Diffusion Process

Later Adopters

Innovation I   Innovation II   Innovation III

Percent of Adoption

100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0%

Take-Off

Earlier
Adopters

Time

Diffusion of Innovations

thank you!

elliot@brightspotstrategy.com

www.brightspotstrategy.com

@elliotfelix @brightspotter

image credits

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NCSU Hunt Library image courtesy of Snohetta

Georgia Tech Library "Store" image courtesy of BNIM Architects

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All CVS logos and images property of CVS health

AirBNB app tour screenshot from http://www.dtelepathy.com/blog/design/ux-flows-how-when-to-design-app-walkthrough

Hammer Plus image from http://hammer.ucla.edu

Barger Leadership Institute Images from http://www.lsa.umich.edu/bli/