

4-2012

Information Outlook, March/April 2012

Special Libraries Association

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information outlook

THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION

Committee, announced today that the application deadline is 11 April for the SLA Diversity Leadership Development Program (DLDP) Award. The award aims to accelerate the advancement and visibility of members who represent a diverse population of the Association, by providing them with leadership opportunities within SLA, to ensure that the Association is relevant, and representative of its diverse membership.

The DLDP awardee receives a \$1,000 stipend to defray the cost of attending SLA 2012 in Chicago, as well as complimentary registration and speaker events as appropriate. The awardee also will work with an SLA member to assist the candidate in understanding the mechanics of the award, the works and the roles of the Association leaders. Learn more about the Award today, and nominate yourself or someone you know. Deadline for applications is 11 April 2012.

Here are useful links to circulate to chapter or division members: [eligibility criteria](#) of the DLDP Award and [Nomination/Application Form](#).

23 January 2012

Getting Ready for Leadership Summit

For the leaders who are joining us in Atlanta this week, thank you for investing in your future and SLA by attending the Leadership Summit. We're excited to interact with you! At the Leadership Summit, you'll learn how the association's initiatives and priorities will affect your chapter but also how to develop a strategic plan for your chapter or division that many employers are seeking in today's information professional

Get prepared for the summit by viewing the [schedule of meetings](#). Please be advised there will be no Wi-Fi access in the meeting room summit. (To keep registration prices low and further our cost-saving efforts, it was decided it would not be financially prudent to provide Wi-Fi service.) The Georgia Chapter has a great wiki with tons of recommendations, including local Wi-Fi hotspots in the area. You can find Wi-Fi information on the "Local Information" page. They will also show warm southern hospitality and co-host a fabulous party at the Neima Café on Thursday evening.

See you soon.

1 share

21 January 2012

Getting to Know Atlanta - SLA Georgia Chapter Welcomes Global Fundraising with a Focus

As you prepare to travel to SLA's 2012 Leadership Summit next week, check out the [SLA Georgia Chapter's wiki](#). They are our gracious hosts and invite you to join chapter members for dinner buddies, an easy way to meet a group of new or old friends for dinner our first evening in Atlanta. Do you want to check out their restaurant guide for other opportunities during the summit? Learn about Atlanta, what to do, how to get from the airport to the hotel.

Be sure to follow @SLAChicago, our SLA 2012 Annual Conference Twitter account, and RT'd updates from our @SLAChicago staff.

Lachance likes this.

A great Future Ready-story of one of our members who made a difference in her situation—and was recognized in unexpected ways!

yourself Blog Post Becomes Known by Millions

When Lora Kloth sat down to write a post for the Future Ready Blog, she didn't foresee the whirlwind of recognition that would follow. But that's what happened, and it's not an exaggeration. The process started when she sent...

Special Libraries Association (SLA) shared a link.

Policy Blog: Sunshine Week 2012: Secrecy and Security...

government transparency and national security are not always in contention. Learn more...

SLA@Pratt likes this.

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http://slablogger.typepad.com/sla_blog/focus.html

Gracious Hospitality Club is a fundraising community dedicated to enhancing the vitality of our association. Learn more...

Hiring: Manager, Archives and Library Services, Benson Research Center | The Henry Ford [bit.ly/GMkhhk](#) #Careers

SLA's KY Chapter @SLAKentucky
Next Friday, 3/30 is the deadline to apply for the Joe Aron Student Awards @SLAIT to attend #SLAChicago. [bit.ly/SLAChicago](#)

Special Libraries HQ @SLAHq
Hiring: Technology Services Librarian | Cornell University [bit.ly/GHeJtn](#) #Careers

Special Libraries HQ @SLAHq
@StanfordF @yankeeincanada Thanks for your work! @SLANewYork's site is looking great. [newyork.sla.org](#) #QuestionVitality

Special Libraries HQ @SLAHq
SLA Blog: A take on Librarians, Archivists and Museum Professionals from SXSW - [slablogger.typepad.com/sla](#)

Special Libraries HQ @SLAHq
Hiring: Director of the Loyola/ Notre Dame Library | Loyola University Maryland/Notre Dame of Maryland [bit.ly/GD3](#)

Special Libraries HQ @SLAHq
Hiring: Head, Collection Development and Preservation | Mason University [bit.ly/GCpmZd](#) #Careers

SLA Legal Division @SLALegal
Final reminder: applications for #SLALegal's #SLAChicago Conference Travel Grants are due by March 23. [bit.ly/SLAChicago](#)

Special Libraries HQ @SLAHq
Hiring: Health Sciences Librarian and Health Sciences Coordinator | ASU Libraries [bit.ly/whMaQz](#) #Careers

Special Libraries HQ @SLAHq

MAKING SENSE
OF SOCIAL DATA

Explore the IMF eLibrary



See our recommended reading list at
elibrary.imf.org/page/list/recommended-reading-list

www.elibrary.imf.org

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Click University™ offers most of its online content at no charge as an exclusive membership benefit. Included are educational webinars and REPLAYS of recorded webinars, 23 Things, and the SLA Innovation Lab.

Wikis, blogs, discussion lists, and other social media tools allow you to share information and advice with your colleagues. Explore and expand your networking opportunities. Get the latest information on everything from your chapter, your division or from the SLA 2012 Annual Conference & INFO EXPO in Chicago at the McCormick Place, 15-18 July.

For more information and to view a full list of SLA member benefits, visit www.sla.org/membership and click Member Benefits. New benefits, services, and discounts are added frequently.



www.sla.org/membership

Something to Tweet About

Promoting interaction among information professionals, whether face to face or through electronic media, is a fundamental and expanding mission of SLA.

BY JANICE LACHANCE, SLA CEO



As I write this column, registration for SLA's 2012 Annual Conference & INFO-EXPO has just opened, and I am optimistic that we will exceed our attendance and revenue forecasts. Chicago is a world-class meeting destination, and SLA 2012 is shaping up to be a conference worthy of its setting. Even more planning than usual—and by “usual” I mean hundreds of hours of brainstorming sessions, logistical discussions, contract negotiations, course preparations, and dozens of other tasks—has gone into this conference to ensure that it delivers the value that SLA members demand and deserve. I think I can speak for the entire SLA leadership in saying that information professionals who attend SLA 2012 will come away impressed, energized and eager to put new skills and ideas to use.

That's also the way I felt after attending SLA's Leadership Summit in Atlanta earlier this year. The summit, an annual gathering of chapter and division leaders, is always a high-adrenaline event—imagine three days of non-stop meetings, workshops, presentations, and networking events with 200 or so committed and passionate SLA members—and this year was no exception. The summit always helps jump-start the new year and focus attention on the challenges and opportunities that lie ahead, such as developing innovative programs and recruiting new members.

One of the highlights of this year's summit was an update on the SLA Loyalty Project, an initiative launched

last year to increase member retention rates, enhance member participation and engagement in SLA, and encourage member advocacy on behalf of SLA and the profession. The update, delivered by James Kane, a loyalty expert who spoke at SLA's 2011 Annual Conference and is leading the initiative, was followed by presentations from five SLA chapters about the lessons they've learned thus far from participating in the project. Materials from the presentations are available online at sla.org, and I encourage you to view them and see what lessons you can glean. I also recommend you contact the presenters themselves so you can gain additional insights into building loyalty among your members, vendor partners, and students:

- *Community relationships:* Robin Dodge, Drea Douglas and Richard Hulser, Southern California Chapter
- *Leadership relationships:* Molly Dinneen, Dru Frykberg and Karen Mackey, Minnesota Chapter
- *Member relationships:* Julie Cavender, Rocky Mountain Chapter
- *Vendor relationships:* James King, Mary Talley, Lois Ireland, and Diane White, Washington, D.C., Chapter and Maryland Chapter

Two other summit presentations of note focused on unit programming and communication strategies. Both chapters and divisions are supplementing their traditional face-to-face meetings and conference workshops with Webinars and other online delivery

mechanisms, and many are experimenting with new networking strategies. These presentations offered summit attendees an opportunity to share ideas and learn from others, especially with respect to using social media such as Facebook, LinkedIn and Twitter.

Promoting Member Connections

SLA headquarters has a presence on all three platforms, though I suspect we're only scratching the surface in terms of building community and enhancing membership value. We have more than 2,200 Facebook friends and 1,200 Twitter followers, and on our LinkedIn page, you'll find new discussions starting almost daily. In recent weeks, for example, our LinkedIn page has hosted conversations about copyright and social media, taxonomy and navigation, maximizing PowerPoint effectiveness, finding the latest search news and database updates, and organizing digital information, to name just a few.

Through these media and our chapter and division discussion lists, you can easily connect with other information professionals who are available to answer questions, share experiences, provide guidance, and offer encouragement. Best of all, you can “talk” to them without ever leaving your home or office, because they're accessible by laptop and smartphone.

With a network of fellow information professionals at your fingertips, you're never more than a few clicks of the keyboard away from an answer, a recommendation or an idea. You can access peers in your geographical region or area of practice (e.g., law, agriculture or finance), or you can cast a wider net and talk to colleagues from other states, countries and specialties.

While SLA has always promoted interaction among its members—in the January 1911 issue of *Special Libraries*, the forerunner of *Information Outlook*, SLA founder John Cotton Dana wrote that “... it has been the announced purpose of the association from the beginning to promote cooperation among libraries doing special work”—we made it easier for members to connect with



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each other when we launched our Facebook, LinkedIn and Twitter pages and accounts. Look for member interaction to become even easier this year as we refine our approaches to using social media, including our blogs and Website.

New Advisory Council

In this endeavor, we'll be assisted by a group of SLA members who are well-versed in using online media. These members, whose names are below, have agreed to join SLA's new Online Content Advisory Council, which was formed recently by the SLA Board of Directors for the purpose of helping guide the association's efforts to improve its online presence. The council's charge, as approved by the board, is to "help identify issues generating lively online discussion amongst peers, cultivate authors to participate in SLA blogs through interviews and guest posts, and provide feedback as requested on social strategy."

The SLA members who will serve on the council are as follows:

- Jamal Cromity, chair
- Sara Batts
- Ruth Kneale
- Bacilio Mendez
- Ned Potter
- Lori Zipperer
- John Walsh, SLA staff

I thank these members for sharing their time and ideas, and I encourage you to contact them if you have any suggestions about improving SLA's online presence. And I hope to see you in Chicago in July as we gather to network, learn, share, celebrate, and inspire. I promise we'll give you something to tweet about! **SLA**

BOARD NOMINEES · LOYALTY CLUB · ONLINE CONTENT COUNCIL

Candidates Announced for 2013 Board of Directors

The SLA Nominating Committee has announced the names of eight association members who have agreed to stand for election to four positions on the 2013 SLA Board of Directors.

The eight candidates, who hail from three countries, will serve three-year terms on the board if elected. The election will be held electronically in mid-September.

SLA members will have ample opportunity to meet the candidates at the association's 2012 Annual Conference & INFO-EXPO. The candidates will be recognized prior to the keynote speech and will participate in a meet-and-greet during the conference to speak with attendees about their backgrounds and plans for leadership.

The candidates are as follows:

President-Elect

- Kate Arnold, London, United Kingdom
- Juanita Richardson, Toronto, Ontario, Canada

Chapter Cabinet Chair-Elect

- Joy Banks, Lakeland, Florida, USA
- Kama Siegel, Portland, Oregon, USA

Division Cabinet Chair-Elect

- Stacey Greenwell, Lexington, Kentucky, USA
- Tara Murray, Bellefonte, Pennsylvania, USA

Treasurer

- John J. DiGilio, Chicago, Illinois, USA
- David Stern, Normal, Illinois, USA

For more information about SLA's governance practices and leadership, visit the SLA Website and click on "Inside SLA" and then on "Governance."

Donations Encouraged to Enhance SLA Services

SLA is encouraging its members and partners to donate money to the association to help improve existing programs and services and launch new ones.

Initial donations to SLA's new Loyalty Club will help the association provide international networking opportunities at annual conferences, deliver Click University Webinars free of charge to SLA members, and publish salary surveys, all of which carry costs that are not covered by annual membership dues. As donations increase, they will support other existing programs and services or fund the development and delivery of new ones.

Donations to the Loyalty Club may qualify as a tax-deductible contribution. The first 100 donors who contribute US\$ 100 or more in 2012 will secure Platinum Level membership in the club and be recognized at the 2012 Annual Conference & INFO-EXPO in Chicago. These 100 donors can maintain lifetime Platinum Level membership simply by making annual donations equal to or greater than their initial contribution.

After the inaugural class of 100 Platinum Level donors is filled, annual donations will be categorized as follows:

- \$750 or more: Platinum Level
- \$350-\$749: Gold Level
- \$349.99 or less: Supporting Level

Platinum Level members will be recognized at the SLA Annual Conference, on SLA's Website, and in an issue of *Information Outlook* during the year in which they reach this level. Gold Level members will be recognized on SLA's Website and in *Information Outlook*. Supporting Level members will be recognized on SLA's Website.

For more information about the Loyalty Club, contact John Walsh at jwalsh@sla.org.

Council to Guide SLA's Online Media Efforts

At its meeting at the 2012 Leadership Summit in Atlanta, the SLA Board of Directors approved the creation of an Online Content Advisory Council to guide the association's efforts to make its online presence more engaging to information professionals. The following

SLA members agreed to serve on the council:

- Jamal Cromity, chair
- Sara Batts
- Ruth Kneale
- Bacilio Mendez
- Ned Potter
- Lorri Zipperer
- John Walsh, SLA staff

According to the charge approved by the board, the council will "help identify issues generating lively online discussion amongst peers, cultivate authors to participate in SLA blogs through interviews and guest posts, and provide feedback as requested on social strategy."

For more information about the council, contact John Walsh at jwalsh@sla.org.

SLA to Cease Printing Magazine in 2013

SLA will eliminate the printed version of *Information Outlook* in 2013 and replace it with an enhanced online format designed to encourage reader interaction and sharing.

Beginning with the January/February 2013 issue, SLA members will receive an e-mail notification that the issue is available online through the association's Website. The online edition will boast a variety of features, including mobile accessibility, rich media, searchable and zoomable content, and RSS feeds. Readers will be able to add notes and bookmarks, share content with colleagues, and comment on articles.

The Information Outlook Advisory Council will help guide the process of selecting the appropriate mix of features available to readers. **SLA**

WIKIPEDIA BLACKOUT · PROTECTION OF FOREIGN WORKS · SOCIAL MEDIA

Wikipedia Goes Dark to Protest Copyright Proposals

The online encyclopedia Wikipedia was blacked out for one day in January to protest two proposed U.S. laws intended to stop copyright infringement committed by foreign Websites.

Readers who visited the English version of Wikipedia on 18 January saw a black screen with messages intended to call attention to, and arouse suspicions of, the so-called “Stop Online Piracy Act” (SOPA) and the “Protect Intellectual Property Act” (PIPA). Wikipedia officials believe both bills would infringe upon free expression and harm the Internet.

During the blackout, Wikipedia users could still access the site on mobile devices and smartphones or by disabling JavaScript in their Internet browser. “Our purpose here isn’t to make it completely impossible for people to read Wikipedia,” read another message. “We just want to make sure you see our message.”

Proponents of SOPA and PIPA say the bills would help prevent Websites (especially those located outside the United States) from selling or distributing pirated copyrighted artistic works—mostly movies and music—as well as physical goods such as counterfeit clothes and jewelry. Under these bills, Websites could not link to other sites that are “dedicated to the theft of U.S. property,” and search engines would be forced to delist any such sites.

According to Wikipedia officials, SOPA and PIPA would force Website owners to police all user-contributed material and, in certain cases, disable links to other sites. “In its current form, SOPA would require Wikipedia to actively monitor every site we link to, to ensure it doesn’t host infringing content,” a Wikipedia statement said. “Any link to an infringing site could put us in jeopardy of being forced offline.”

SOPA was introduced in the U.S. House of Representatives and was marked up by the House Judiciary Committee in December, but no further

action was scheduled as *Information Outlook* went to press. PIPA was brought to the Senate floor in January, but a motion to cut off debate failed to garner sufficient support.

Court Grants Foreign Works Copyright Protection

Foreign works that once were considered to be in the public domain in the United States can be accorded copyright protection, thanks to a U.S. Supreme Court ruling that said Congress had acted within its powers in 1994 in granting that protection.

The ruling, in *Golan v. Holder*, marked a defeat for a group of orchestra conductors, performers, and others who argued that Congress, in passing the 1994 law, had exceeded its powers by restricting the ability to perform, share and build upon foreign works that previously had been free to use. Google Inc., which supported the challenge to the 1994 law, said in court papers that the restored copyrights could affect more than a million books it has scanned.

The case has its basis in the Berne Convention for the Protection of Literary and Artistic Works, which took effect in 1886. The Berne Convention is the principal accord governing international copyright relations, but the United States did not sign it until more than 100 years later, in 1989.

To implement Berne, Congress, in 1994, gave works that enjoyed copyright protection abroad the same protection available to U.S. works. In particular, the 1994 law granted copyrights to foreign works that had never received American protection because they (1) were published in countries that previously lacked copyright relations with the United States, (2) were sound recordings fixed before 1972, or (3) had not complied with certain technical requirements of U.S. copyright law.

Those challenging the 1994 law argued that under the Constitution’s Copyright and Patent Clause and the

First Amendment, Congress lacks the authority to remove a work from the public domain. The Supreme Court disagreed, holding that “Neither the Copyright and Patent Clause nor the First Amendment... makes the public domain, in any and all cases, a territory that works may never exit.”

For additional information about the ruling, visit www.supremecourt.gov.

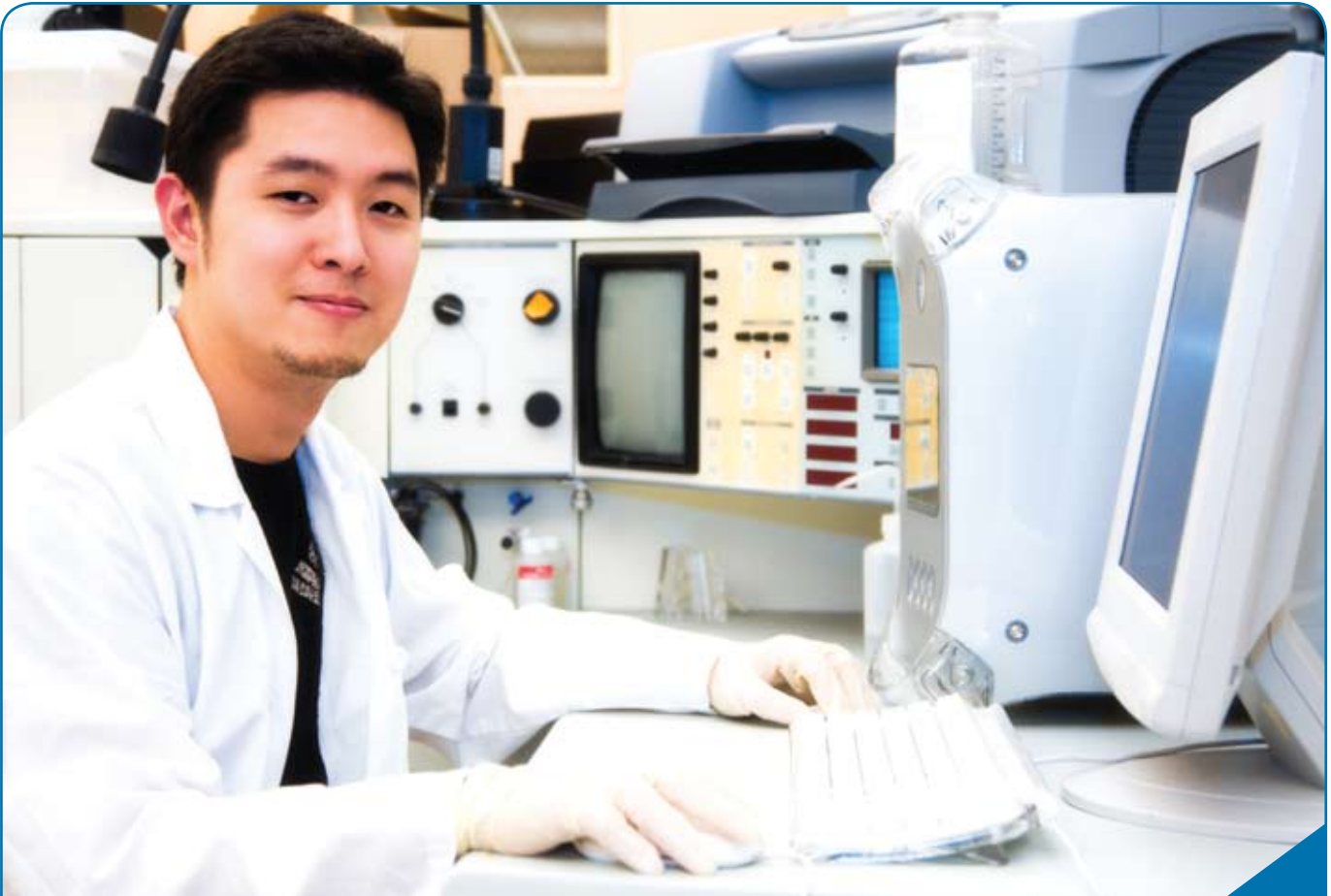
Employees’ Social Media Use Has Upsides as Well as Risks

Organizations should evaluate the social media needs of their employees and determine the extent to which those needs conflict with identity and access management (IAM) best practices before making any changes to their social media policies, according to research by Gartner.

A Gartner study report notes that many social media sites collect, store and share a wider range of identity data than do typical corporate IAM systems, thereby potentially exposing organizations and users to a variety of security threats. For this reason, some organizations block employee access to social media sites, but this practice is declining—according to Gartner, fewer than 30 percent of large organizations will block employee access to social media sites by 2014 (compared with 50 percent in 2010), and the number of organizations blocking access to all social media is dropping by about 10 percent a year.

The study report also identified some areas in which social media can have a positive impact on IAM policies and practices. For example, social media provide a mechanism for confirming the identity of job candidates and customers, and IAM programs can use social media for identity verification and to extend identity services to internal and external applications.

For additional information about the study, visit www.gartner.com. **SLA**



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Making Sense of Social Data

How and why should organizations use social data, and what role should information professionals play in helping them make sense of it? This issue of *Information Outlook* offers two perspectives on that question.

David Milward and Guy Singh of Linguamatics, a U.K.-based firm that specializes in transforming internal and external information into business intelligence and competitive advantage, advocate using “agile text mining” to help cut through the blur of social media. Such an approach, they say, can identify not only what topics people are talking about, but what they’re saying about those topics and who’s driving the conversations.

Susan Etlinger of the Altimeter Group, which conducts research on new technologies and shares its findings through reports, presentations and Webinars, makes the case for librarians not only making sense of social data but also developing and implementing strategies to guide the process. She says that while social media pose a variety of challenges that make analysis difficult, the potential advantages of tapping this powerful information stream are simply too great to ignore.

For some additional perspectives on making sense of social data, read the following quotations from blogs, articles, research reports, and other resources available on the Web.

“In 1977, Alfred Chandler’s *The Visible Hand* tweaked the Adam Smith notion that an ‘invisible hand’ manipulated market forces. With the rise of the new managerial class, the motions of the principal actor in our modern economy—the firm—in fact are visible. And, as a result, manageable.

“But here’s the thing: with social data, we may actually have the opportunity to act on the bigger picture that interested Mr. Smith—the market—by empowering the people that interested Mr. Chandler—the managerial class. With the new wave of analytic and predictive tools that sit on top of it, social data indeed might tell us where markets are going and perhaps enable us to act *before* things happen. And that’s a part of the general conversation about visibility that’s quite happy, if a tad giddy and overoptimistic.

“Truth is, in the post-digital world, there’s more than just one hand. There are many hands pulling—with various degrees of strength—the long tail of influence.”

Giovanni Rodriguez

“The New Visible Hand: Can Social Data Illuminate Market Forces?”

Forbes

6 November 2011

“One-half of employees say information is in formats they cannot use, and two-thirds report spending time on unproductive analysis. The rise of social media, new channels, and devices such

as iPads and smartphones make it harder to govern and manage the creation, storage and dissemination of content. Of all information in the company, 85% is unstructured, and much of it is unusable. In addition, 40% of the most valuable information employees create is out of reach, and this share is growing every day. This lack of structure is analogous to restocking the library but getting rid of the card catalog and tearing off all the book covers.”

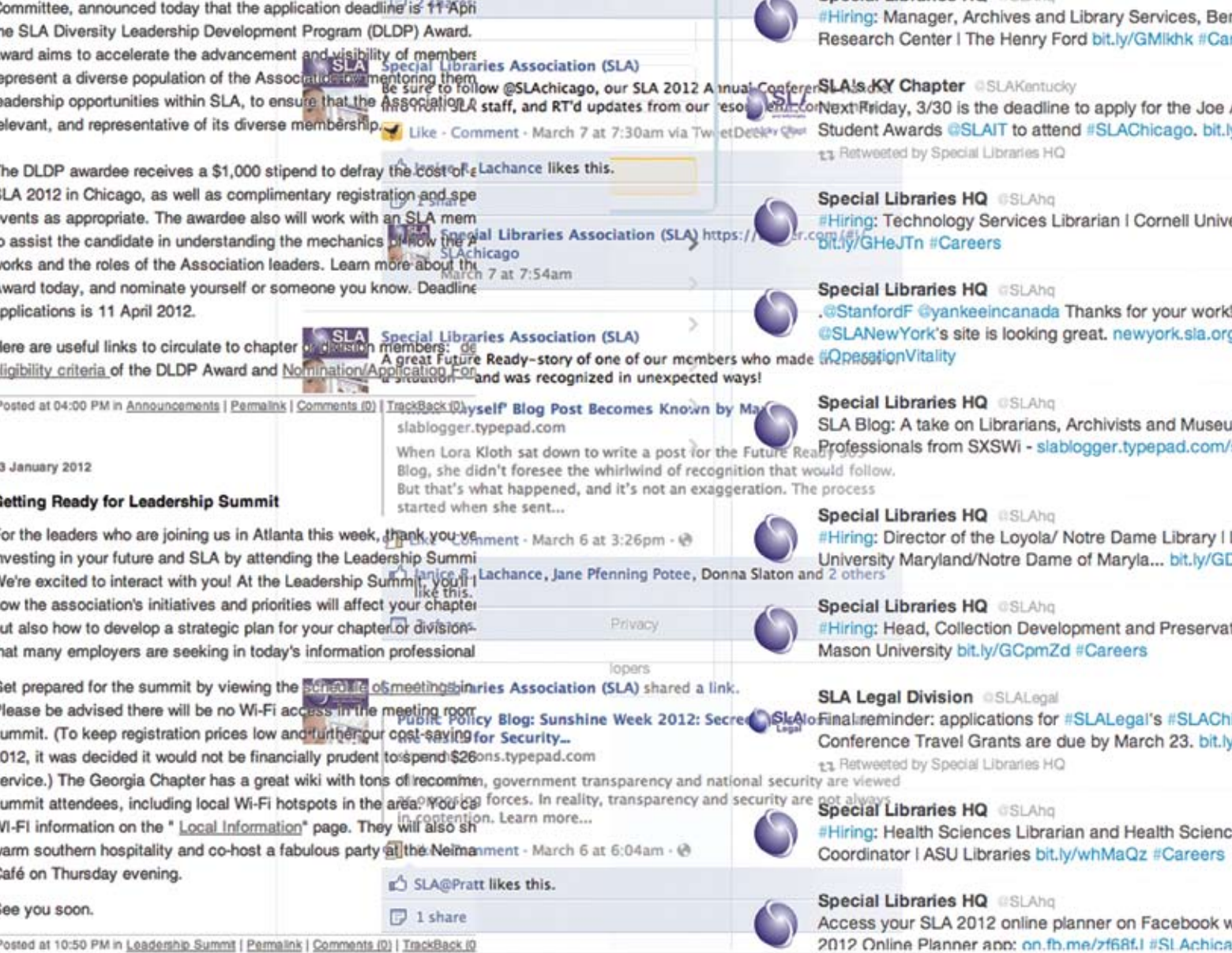
Overcoming the Insight Deficit: Big Judgment in an Era of Big Data

Corporate Executive Board

September 2011

“The last decade saw the Web awash in a rapidly rising tide of information, leaving most people helpless to filter through mountains of unstructured data. Companies offered more products, advertisers pushed more messages, and it simply became too difficult to manage. With social data, companies were given a powerful means to help cut through the clutter. Just as Netflix uses its Cinematch engine to find movies you might want to see, companies can personalize and tailor what they put in front of their customers—by using what they reveal about themselves online.

“Companies like Media6Degrees, for example, are pioneering new forms of “social targeting” to help identify key influencers and focus on them for advertising campaigns. By honing in on individuals who are most likely to be



receptive to messages from a brand—for instance, friends of existing customers—the company can deliver results that often outperform traditional demographic targeting. Recently, they raised an additional \$20 million in funding and estimate that by tailoring ads based on your social graph, they are two to 10 times more likely to get clicks.”

Doug Palmer, Vikram Mahidhar and Dan Elbert
 “Making Sense of Social Data”
 Deloitte Review
 September 2011

“One of the challenges companies face is being able to understand social data within the framework of existing customer data. As the chart below shows, social and CRM data are completely separate for the majority of businesses. This means they are missing out on an opportunity to build intelligence and improve their communication and marketing to customers at an individual and collective level.

“While organisations recognise the potential value of joining CRM and social (in a way which data privacy

legislation allows), they are most commonly held back by ‘difficulty marrying disparate databases’ (49%), ‘processing social inputs into CRM-ready information’ (47%), and ‘technical issues’ (37%).”

Linus Gregoriadis
 “Is your business successfully harnessing social data?”
 Econsultancy
 9 December 2011

SLA

Clarifying the Social Media Blur

BY USING POWERFUL FILTERS TO EXTRACT KEY INFORMATION, LIBRARY PROFESSIONALS CAN MINE NOISY 'BIG DATA' AND HELP THEIR ORGANIZATIONS UNDERSTAND AND INFLUENCE STAKEHOLDERS.

BY DAVID MILWARD, PHD, AND GUY SINGH

For an increasingly large section of the population, social media are part of everyday life, both at home and at work. The numbers speak for themselves: Twitter has 100 million active users and 200 million accounts and transmits 230 million tweets per day (Sullivan 2011), while Facebook boasts 483 million active daily users and 845 million active monthly users (Facebook 2012).

The amount of data being produced may be daunting at first sight. How can such varied, noisy data be useful for specific applications? The answer lies in

mining this information, which gives us the opportunity to capture “the world’s population thinking aloud,” discover consumer opinions, behavior and experiences, see how messages are transmitted and how people are influenced, and even tap into people’s creativity.

It turns out that the very size of the data is part of the solution. By imposing appropriate filters, we can find very useful data, but we need new techniques. Filtering the data using a traditional keyword search often works poorly on small documents (a tweet is limited to 140 characters). A keyword search can also return an enormous list of hits, so

users either give up if the relevant result isn’t among the top few returned, or they make do with whatever information they review first. Information professionals need to take a more rigorous approach.

Taking a Text Mining Approach

In the text mining world, the more documents there are, the better the results are likely to be. We can apply a wider range of filtering strategies than are possible in a keyword search, and we can also exploit terminologies to improve coverage. We can use the data itself to inform our search strategies,



DAVID MILWARD is chief technology officer and co-founder of Linguamatics. He has 20-plus years of experience in product development, consultancy and research in natural language processing, and is a pioneer of interactive text mining and its application to the life sciences. David has a doctoral degree from the University of Cambridge and was a researcher and lecturer at the University of Edinburgh.

GUY SINGH is senior product manager at Linguamatics. Over the last 20 years, he has held roles in most aspects of software development, ranging from research and development to product management and marketing. He has been instrumental in the development of innovative products for Internet, search and mobile systems for IBM, Oracle and Vodafone.



and duplicate results can be clustered together for much faster review.

Let's start with terminologies. A text mining approach can incorporate large-scale terminologies, providing hundreds of thousands of concepts and millions of terms. This allows users to look for tweets mentioning, say, *cancer*, and find terms like *tumor* and *carcinoma* as well as types of cancer, such as leukemia or Hodgkin's Disease. Terminologies also help unify information, since we can cluster results in terms of concepts rather than the actual words used (e.g., someone may refer to a Playstation 3 in one tweet and to a PS3 in another).

With social media, you are tapping into unadulterated thoughts or a discussion thread. It is not an intrusive approach—no one is put on the spot for an opinion.

Text mining systems typically include natural language processing (NLP), which analyzes the structure of a sentence and breaks it down into distinct units to extract meaning. NLP can be used to find concepts that are not expressed as single terms. For example, the concept of "getting a flu jab" is expressed in thousands of different ways on Twitter, and these can be captured by a small number of patterns that exploit linguistic structure.

NLP can also be used to find associations between people, products, genes, and diseases as well as sentiments concerning them. In particular, it can find precise relationships and the direction of any given relationship (e.g., one product preferred over another, or a protein phosphorylating another protein). Relationships can also be chained together to suggest potential mechanisms of action—a chemical-to-gene association mentioned in comments about a conference presentation can be linked with a gene-to-disease relationship from the scientific literature. This use of text mining to generate new hypotheses and new knowledge

from multiple documents is sometimes termed *text data mining* (Hearst 1999).

Agile text mining, also known as interactive information extraction (Milward et al. 2005), mixes traditional text mining with search technology to allow us to interactively develop queries, just as we might develop a keyword search strategy. With agile text mining, however, we also have the ability to create arbitrary queries mixing keywords, terminologies, regular expressions, co-occurrences, and NLP.

Using agile text mining techniques, a search can be refined systematically, since we can discover as well as

search. We can mine the data to find the kinds of terms and abbreviations people actually use. If particular terms are too noisy, we can see how to refine the context—for example, by finding the most frequent words before or after the terms to find good candidates to include or exclude.

Finally, text mining allows us to cluster information according to the message being expressed or new information being provided. This clustering allows us to quickly skip less relevant results and spot duplicates. It is a much faster and more efficient way to analyze results than reading each document in which "hits" occur.

Applying Text Mining to Social Media

Our firm, Linguamatics, has undertaken a number of text mining projects in the past few years using Twitter as a data source. These projects have involved the following tasks:

- Researching consumer opinions on products, companies and people;
- Tracking consumer behavior and

identifying how particular sections of the population are being influenced;

- Conducting competitive intelligence on what people are saying about competitors and their products;
- Capturing creative suggestions people are making; and
- Identifying how and where messages are being distributed and the key opinion leaders in different communities.

An NLP-based text mining system can find out what people are saying about a subject, not just that a certain subject was mentioned. It can accurately determine whether the opinion is positive, negative or undecided, and it can help with ambiguous product names such as *orange*.

Let's consider some generic examples (but note that, typically, much of the terminology needed for sentiment is specific to the product or issue being discussed—for instance, *soft* may be positive for a car's plastics and possibly its ride, but not its brakes).

Even in generic cases, there is some subtlety. Let's start with some simple positive cases:

- I really like Product X.
- Product X is great.
- I prefer Product X.

We may want to distinguish actual users of products from the general population, who are often discussing commercials for a product rather than the product itself. To identify users, we can look for constructions such as the following:

- Second day of using Product X.
- I stopped using Product X.
- Product X helped me lose weight.

We also need to distinguish actual opinions from conditional ones:

- Product X should be effective.
- If Product X works, I will buy it.
- I hope Product X is good.
- Do you think Product X will work?

Similarly, we need to ensure that positive words such as *like* are being used in the correct sense and that a word like *prefer* is referring to Product X

Agile text mining provides us with a powerful methodology to clarify what might otherwise be a blur of social media content.

rather than a competing product:

- Product X is like Product Y.
- I prefer Product Y over Product X.

Finally, we need to distinguish negative contexts that might reverse the polarity of words such as *like* or *work*:

- I don't like Product X.
- Product X didn't work.

We can use a variety of techniques to segment different users, or we can group them together. This approach can be used to determine whether different groups (1) have different behaviors and opinions or (2) are influenced in different ways. The preceding example of distinguishing users of products is just one scenario; other ways to segment groups are defined in the following paragraphs.

Similar opinions. Like-minded people can be clustered if they express similar sentiments about a particular subject.

Geographic location. Segmentation can be based on where users are from or where their mobile device was located when they tweeted. Specific locations can be mapped to wider areas, such as countries or regions of the world.

Time frame. Segmenting comments according to the time they were expressed is often important. Time slices may range from minutes (e.g., while users are commenting on a live event) to days or months.

Finally, it's useful to identify the movers and shakers (key opinion leaders) in social media in particular topic areas. These can be particular people, but also organizations or Websites. In addition to looking at followers in Twitter, we can also discern the effectiveness of messages based on the extent to which the messages are re-tweeted to others.

Why Not Use a Focus Group?

How do these techniques compare with assembling a focus group or conducting a telephone poll? Social media reflect people's opinions without asking questions explicitly. With social media, you are tapping into unadulterated thoughts or a discussion thread. It is not an intrusive approach—no one is put on the spot for an opinion. It is also scalable and quicker, because you don't need to assemble a group of people. They are already there, all the time.

Focus groups and polls have the advantage of being able to provide a carefully balanced selection of the population, not just those with the loudest voices. However, this can also be a disadvantage because it can miss the dynamic and viral nature of opinion. Key opinion leaders do have an effect: a single joke or comment can change perceptions of an issue. We often need to monitor these fast-moving flows of opinion and must be prepared to intervene if a false rumor needs to be countered.

To illustrate how text mining can help provide clarity and noise reduction in Twitter, we developed a number of case studies with Royal Holloway, University of London. These studies used Linguamatics' Interactive Information Extraction text mining platform, I2E.

Case Study: Sony PS3 Online Failure

In March 2010, a major fault was reported that stopped Playstation 3 users from accessing the online network. We used this event to track user sentiment and also look at whether there were any emerging common theories on the cause of the problem. By monitoring the Twitter traffic, we picked

up on the major issue that Sony was not providing updates to the many bewildered users who could not figure out what was happening.

We were able to cluster all of the common opinions, even though different language was being used.

- RT @DanAdams85: Come on Sony! 10 hours and no update! Just some info on what is going on would be nice.
- #PS3 Still no answer from Sony, latest update dates from 12 hours ago. Seems like meetings are happening in Sony's HQ.
- @Sony But @SonyPlayStation hasn't said anything for 14 hours. This isn't looking good for the brand ... And I'd like to continue playing ...

We were also able to look at trends arising from different theories about the cause of the problem. Initially, "hacking" was commonly suspected, but this was eventually replaced by the true cause—a millennium clock bug-style error.

Case Study: Avoiding the Flu Pandemic

During 2009, a flu pandemic (sometimes referred to as swine flu) was reported as breaking out. We conducted a study to identify who was planning to be vaccinated and what or who was influencing them.

Using NLP enabled us to distinguish between those who just mentioned vaccines and vaccinations from those who expressed a preference about being vaccinated. This use of NLP allowed us to filter out most of the noise around this issue (including spam) and segment the population into those getting the vaccine and those not getting the vaccine. Network visualization allowed us to draw some interesting conclusions about how different groups were being influenced.

Figure 1 represents a subsection of the whole picture. In the green diagram, we see social media users who are getting the vaccine; in the

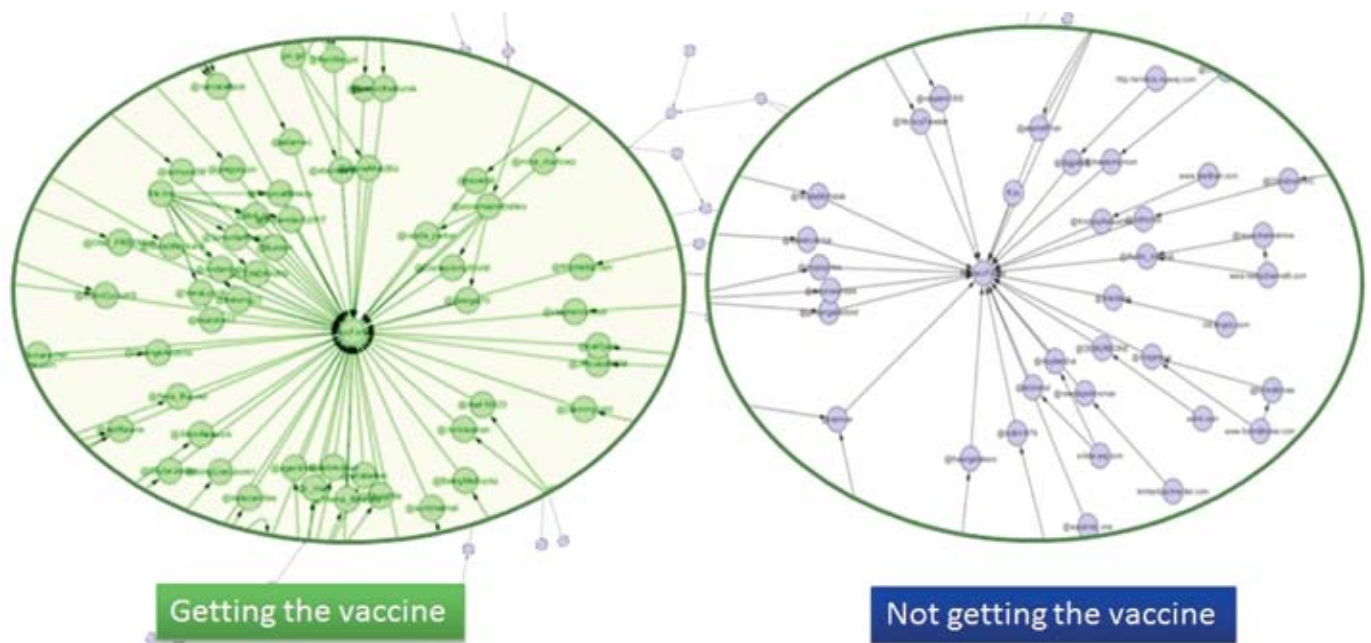


Figure 1: Case study of social media data relating to the 2009 flu pandemic.

center of the diagram we see a particular tweet (a reference to flu.gov) that is influencing many other users. Likewise, in the blue diagram, we see that a particular tweet—about a natural remedy Website—seems to have a number of others clustered around it. Finally, between the green and blue are a number of interconnecting nodes representing users who have a foot in both camps.

Case Study: 2010 U.K. Elections

During the run-up to the 2010 U.K. elections, Linguamatics conducted a project to not only monitor mass opinion and the sentiments of the electorate, but also to see if it was possible to use Twitter opinion data to predict the eventual result. The analysis centered on the three televised debates, each lasting 90 minutes:

- 15 April 2010 (ITV)
- 22 April 2010 (Sky)
- 29 April 2010 (BBC)

Approximately 567,000 tweets from 130,000 Twitter users were analyzed during this period. For each debate,

positive sentiment toward each leader was measured using natural language processing.

The results produced by Linguamatics corresponded quite closely with opinion polls published by national TV networks and newspapers, which provided some verification of the integrity and accuracy of the data. The results were re-published on a number of Websites, including the BBC's.

By combining the results from all three debates, it was possible to detect trends in the candidates' popularity and predict who would become the next prime minister. The final result of the general election corresponded closely to the trend analysis created by Linguamatics.

A Powerful Methodology

Due to its popularity and pervasive use, social media cannot be ignored. But given the amount of social data, its continuing growth, and the amount of noise relative to useful information, we cannot rely on traditional methods such as keyword searches to extract what we need. The presence of informal speech, colloquialisms, slang, and sarcasms only

adds to the challenge, making it even harder to find the right information.

In this article, we have discussed how agile text mining is well suited to dealing with this kind of data thanks to its ability to find information regardless of how it is expressed, reduce noise by looking at linguistic context, and cluster and synthesize information. This provides us with a powerful methodology to clarify what might otherwise be a blur of social media content, thereby providing efficient access to an increasingly important knowledge source. **SLA**

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Taking the Lead on Strategy

LIBRARIANS UNDERSTAND THE INFORMATION NEEDS OF THEIR ORGANIZATIONS AND THUS SHOULD DETERMINE HOW SOCIAL DATA CAN COMPLEMENT EXISTING RESOURCES.

AS TOLD BY SUSAN ETLINGER

For the benefit of their organizations, librarians need to take the lead in educating clients and co-workers about how to find information and, equally important, how to use it responsibly. This applies to social information as well as traditional sources of information—the librarian needs to be the strategist, the first line of defense, in understanding and recommending how social data should be used.

Granted, this adds another layer of responsibility to professionals who are already stretched thin and who typically don't have many resources at their disposal. The average librarian can't simply go out and hire a group of analysts to help comb through social data. But consider this: We live in a world today where people have unprecedented

power and ability to speak back to, and talk about in public, the institutions with which they interact. As a result, there's an incredible artifact of social data out there—on Twitter, on Facebook, on blogs, and in communities—that encapsulates opinions in a way we've never really seen before.

The question facing librarians, then, is not whether social data are relevant. The question is, To what extent should they make social data part of their resource base and try to actively understand what's going on?

Overcoming Obstacles

There are at least three significant obstacles to trying to make sense of social data. First, much of the social data being generated is a mess. People who analyze data on a regular basis—

whether they're librarians or market researchers or public relations specialists—often find it very difficult to make the transition to looking at social data, because social data are unstructured. There's a lot of "noise" out there, so there's a high degree of interpretive difficulty, and the tools that are used to interpret some of the data are very immature (and changing quickly).

The second obstacle is that the volume of social data being generated on a daily basis is overwhelming. For example, when Osama bin Laden was killed, there were between 4,000 and 5,000 tweets *per second*; when Beyonce went on the Video Music Awards and showed she was pregnant, that generated 8,000 tweets per second.

If you're a librarian for a Fortune 500 company or a law firm or hospital, the lesson you take away from these examples might well be that social information is nothing more than a bunch of people tweeting about pregnant celebrities or the news of the day, and to some extent that's true. This leads to the third and perhaps most troubling obstacle to understanding social data—the strong confirmation bias. A lot of the Twitter traffic generated by Beyonce's preg-

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nancy was people simply re-tweeting the announcement to others. But what if the news about Beyonce had been false? If a piece of information is inaccurate but it aligns with people's political or social or religious beliefs, it can get an incredible "reach" in a short period of time.

To use another example, I heard recently that a bunch of kids went on Wikipedia and essentially made up a country. They posted an entry about its location, topography, history, culture, language, and currency, and by the time they finished, they had put together an incredibly detailed, elaborate entry, complete with photographs and charts. Wikipedia became aware of the entry and took it down in less than 24 hours, *but not until thousands of viewers had seen and shared the information*. This serves not only as a reminder that there are people who intentionally create false information, but also that there are many, many more people who just pass along information they receive. And because it's more difficult today to find authoritative sources than it used to be, understanding how to weave your way through the complex web of social data is something everyone needs to know how to do.

This is where librarians come into play, because one of their key roles is to help people understand how to find and recognize legitimate information, to make sure a client—for example, a student—understands the difference between an unsourced Website and a site like Wikipedia which, while still imperfect, is supposed to have clear citations and sources. This distinction is vitally important, because people use social data constantly to form opinions and as a basis for their personal and professional education. Those who work with information have an ethical responsibility to use and share it responsibly, and librarians need to be in the forefront of this movement.

Putting Social Data in Context

In addition to understanding and addressing the challenges posed by

social media, librarians need to determine which social sources to follow and how much weight to assign to them. In this regard, I think it's important for organizations to put social media in the context of the data they already have.

For example, a yogurt company was trying to get a better read on how people feel about flavors and which flavors are most popular. The company looked at its business intelligence systems and found that vanilla was its top-selling yogurt flavor by a huge margin. Then they used a tool to look at the social Web and discovered that when people talked about yogurt flavors, they talked about pineapple. This surprised the company, because pineapple was only a test flavor in limited production. But it turned out that people liked pineapple so much, they'd go to the store and look for it, and when they didn't find it, they would tweet about which stores were selling it. If they couldn't find pineapple at a nearby store, they would go ahead and buy vanilla, which inflated the sales numbers.

Social data, then, are not meant to, and shouldn't, replace what your organization is already doing. And, to be honest, making sense of social data is hard work, and it isn't always intuitive. But the reality is that there's a lot of valuable information out there, and you don't want your organization to miss it.

There are some very good, inexpensive tools available on the Web that can help you identify topics under discussion and trends that are developing. Even something as simple as going straight to Twitter and typing a keyword into the search box can tell you a lot about the Zeitgeist of the day—what people are thinking and talking about. Part of the process of making sense of social data is just getting your hands on a simple tool and experimenting with things like volume of discussion, sentiment of discussion (although sentiment analysis is typically very imperfect and imprecise) and trending topics so you can get a better sense of what people are talking about and how they're talking about it.

There is a tool by a company called

Simply Measured that is very easy to use, and it creates good charts and graphs. It can tell you a lot about, for example, how many people are talking about a topic compared to last month or last year and what questions or concerns are driving the conversation. If you want to understand what people are talking about with respect to Occupy Wall Street or the presidential debates, using this tool or something similar can be very helpful.

In the end, there simply is no substitute for just giving it a try and finding out what you see. The people who are best at this are the ones who are willing to hit their head against the wall for a while until they're able to come up with some insights, and then they drill down and drill down and drill down some more. It really takes a kind of scientific approach.

Developing a Strategy

No matter how you decide to proceed, you'll need to develop a social media strategy. The strategy needs to be tied to the overall mission of the organization—period. That said, there is considerable value in testing and learning and taking the approach that you may not know what's going to happen or whether it's going to be worthwhile, but you're going to see what you find out. A lot of organizations are already doing this, and doing it very effectively. They're taking what they learn and using it to build a case for something else.

Keep in mind that just because you have a comprehensive social media *strategy*, not every social media *tactic* needs to be the same. The Marketing Department will have different needs and requirements than Finance, and Finance will have different needs and requirements than Human Resources. Within a law firm, different practices will have vastly different information concerns. The strategy, then, should be uniform in terms of how you intend to use social media to understand your brand, inform your business, create connections with customers, and foster innovation, but how you *implement* the

Info File

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strategy is going to depend on where you sit.

While there are no real industry standards at this point to measure the effectiveness of a social media strategy, there are ways to measure the impact of what you're doing. For example, if your organization is heavily engaged in philanthropy, you can discover whether your philanthropic work is affecting the way people talk about you, whether you're getting credit for sponsoring a concert, and whether people are talking about you differently after you've just spent six months trying to engage people around a particular issue. If you're a retail company, you can start to understand whether people who saw certain content on your Website or Facebook page actually bought products from you.

The challenge is that many of the measurement tools are very immature and are just starting to converge, so it's quite a time-consuming process and will continue to be so for a period of time. Also, keep in mind that even if a topic or issue is popular, not everyone out there will be taking the information as gospel, and many of the social monitoring tools rely on text analysis algorithms, which are notoriously inaccurate. They may have only 60-70 percent accuracy rates because of the slang words and sarcasm and jargon and abbreviations that human beings use to communicate with each other.

Taking a Leap of Faith

If you want to borrow strategies from other organizations that have been successful with social media, look at higher education. Many universities are using social media tools to better understand what kinds of relationships they can build with students throughout their life cycles—while they're still in high school and completing the application process, through their time on campus, then after they graduate and become alumni. Businesses are using social media to identify and understand their advocates—the people who like and talk about their products. Business leaders want to interact with their advocates

and thank them, but they also want to understand what makes advocates want to share their feelings.

Zappos does a phenomenal job with social media. It's really a service company from the inside out, and it's built around creating the best customer experience possible. Dell Computer is very sophisticated with social media. They've invested a lot in listening to people and understanding what they're talking about, which allows them to see early warnings about product or service issues before they even begin receiving calls through their call centers.

Financial institutions have been using social media to try to understand how they're being discussed by the Occupy Wall Street movement in comparison to other institutions. They're asking, Is our reputation being affected negatively by this? If so, is it any different from the other institutions? Are we getting off a little easier, or are we getting the lion's share of the blame? What's driving the conversation?

As these examples illustrate, there are lots of ways to use social media data. The issue facing librarians is whether to take a leap of faith and incorporate social data into the information resources they make available to their organizations, or just keep doing what they've been doing. I'm definitely an advocate of taking a leap of faith, because the way we collect and curate information has changed so much that anyone who is going to make a profession in the library sciences needs to be educated enough to have supported opinions about how to deal with social data. Whether or not they choose professionally to make this a big part of their day, they need to dive in and understand as much as they can.

It's very easy to dismiss social media as too much noise and not enough signal, as just a bunch of people talking about their lunch. But the truth is that it's going to become—indeed, it already is—a huge information resource. Librarians are in an ideal position to determine how organizations can best put that resource to use. **SLA**

10 Questions: Guy Kawasaki

HAVING BEEN 'ENCHANTED' BY AN EARLY APPLE COMPUTER, GUY KAWASAKI NOW HELPS OTHERS LEARN TO HAVE THE SAME IMPACT ON CO-WORKERS AND CLIENTS.

BY STUART HALES

When the closing bell rang on the New York Stock Exchange on 10 August 2011, an unfamiliar name stood atop the list of the world's most valuable companies—Apple. The tech company, known for its sleek consumer electronic and software products, briefly displaced energy giant Exxon Mobil thanks to strong sales, which topped \$100 billion over the preceding 12 months.

Although Apple co-founder Steve Jobs was long the public face of the company, many others played a role in the firm's rise, especially in its early years. Among them was a former jeweler, Guy Kawasaki, whose college roommate, Mike Boich, was working for the Macintosh Division of Apple in the early 1980s. When Mike showed Guy a Macintosh computer in 1983, Guy was "enchanted" by what he saw and

knew immediately he wanted to work for Apple. He later became Apple's software evangelist and, during a second stint at Apple in the 1990s, was the company's chief evangelist.

Since leaving Apple, Guy has helped found Alltop.com, an "online magazine rack" of popular topics on the Web, and Garage Technology Ventures, a venture capital fund that provides financial backing for promising seed-stage and early-stage initiatives. He has also written 10 books, the latest of which, *Enchantment: The Art of Changing Hearts, Minds, and Actions*, was published last year.

In July, Guy will be the keynote speaker at the opening session of the SLA 2012 Annual Conference & INFO-EXPO. *Information Outlook* spoke to Guy about *Enchantment* and the lessons it holds for SLA members.

Q: Your latest book, *Enchantment*, was more than 25 years in the making—it sprang from the sensation you felt when you first saw a Macintosh computer in 1983. If you had never seen that computer, where do you think life would have taken you?

I was working for a jewelry manufacturer back then, but I don't think I would still be in the jewelry business. Maybe I'd be a barista at Starbucks. *[Laughs]* It's a big hypothetical—that was a *huge* fork in the road for me. It was one of those life-changing experiences.

Q: You joined Apple and eventually became their chief evangelist. Was that title created for you, and what did the job entail?

I was the first chief evangelist at Apple, but that was during my second stint there, from 1995 to 1997. My first job at Apple was software evangelist, as opposed to chief evangelist. I was the second software evangelist; the first was a guy named Mike Boich.

The concept was pretty well formed within Apple that instead of trying to do third-party relations, as was typical at that time, we believed we had something much more special. So we were going to be *evangelists*, not relationship

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managers or salespeople. We were trying to do something different—to go beyond sales and marketing and managing relationships to selling people on our dream.

Q: Reading *Enchantment*, I formed an image of you as a modern version of an old maxim: “You can take the boy out of Apple, but you can’t take Apple out of the boy.” Have you ever regretted leaving Apple?

From a financial standpoint, if I had stayed either of the times I left, I’d be a lot richer today. [Laughs] But who knew? If you had told people in 1987 or 1997 that one day Apple would be the most valuable company in the world and doing billions of dollars worth of business each year, they’d have thought you were nuts. In fact, most people thought Apple was going to die.

So, yes, I regret leaving, but what am I going to do? You should only regret what you can change, and I can’t change leaving Apple.

Q: It’s easy to enchant people when you have a new product or service to show them, but how do you enchant them if you provide a service that’s been around for hundreds of years and you’re competing against a new technology that allows people to bypass your service (e.g., librarians versus search engines)?

This is kind of a good news/bad news,

half empty/half full kind of situation. Let me use a historical example to explain.

There used to be an ice harvesting industry in the United States, where people would cut blocks of ice during the winter. This was around 1900. Thirty years later, there was an ice factory industry, where people froze water centrally. Then another 30 years went by, and you had refrigerators.

If you define yourself as an ice harvester, and you look at your business and say, “During the winter, I live in a cold city, and I go to ponds and cut blocks of ice,” then when the ice factory comes along or the refrigerator comes along, you’re dead. Using this analogy, if you’re a librarian and you define your job as purchasing, organizing, shelving, and loaning books on paper, that’s like saying, “I cut blocks of ice during the winter.”

So the person who cuts ice blocks during the winter and the person who works in the ice factory and the person who makes refrigerators shouldn’t define themselves in terms of what they *do* as much as what they *provide*. If you look at it that way, the ice harvester and the guy at the ice factory and the man at the refrigerator company all do the same thing—they provide convenience and cleanliness.

To go back to the library analogy, the librarian does not supply books, organize books, shelve books, or loan books. The librarian *fosters knowledge*. Looked at this way, you cut a block of ice, you loan out a book. You freeze water, you use the Internet. You have a refrigerator, you teach people how to use the Internet.

A librarian is not in the book business. A librarian is in the business of fostering and democratizing knowledge. And you can make the case that Google and the Internet are the ultimate tools for helping foster the democratization of knowledge and share it with other people.

Q: You state in *Enchantment* that the Macintosh succeeded for reasons Apple didn’t expect—that customers used it for desktop publishing, not for the word

processing and database functions. Apple assumed they wanted to perform. What insights might librarians draw from this in terms of making themselves more valuable to their organizations?

The concept there was stolen from Chairman Mao—though he really didn’t implement it—which is that you have to let a hundred flowers blossom. You may think you know exactly how people are going to use something, but in fact they use it in a very different way.

That was true for Macintosh—we thought we had a spreadsheet and database and word processing machine, and we came to find out that the market thought we had a desktop publishing machine. So, using the same principle, a librarian may think her customer is a student conducting academic research, and now she finds that many people are coming to the library to get information about companies for job interviews. So, is she in the business of helping students find books, or is she in the business of helping people learn about Apple, because they have job interviews lined up at Apple?

The concept of letting a hundred flowers blossom means that the library might run seminars on how to conduct research on companies or how to prepare resumes. These are examples of flowers blooming that librarians probably wouldn’t have considered before, when the economy was stronger.

Q: You call this “a golden age of enchantment” because technology allows us to reach people around the world faster and more easily than ever before. Yet you also say that “pressing flesh” is the best way to create good relationships. If I have to choose between pressing the flesh at my home office or trying to serve co-workers in other cities and countries through virtual means, which path should I take?

It’s not an either/or situation. You have to do all of the above.

I’ll give you a similar framework: Entrepreneurs often ask, What should I do? Should I build the product, should I sell the product, or should I raise money? And the answer is, Yes. In a

If I met a librarian and asked, “What do librarians do today in libraries?” and she said, “We democratize information,” I’d get that.

similar vein, life used to be serial—you’d do one thing, then the next thing, and then the next thing. You’d go from A to B to C. Today, A, B and C are moving in parallel down the path of life. That’s the way it is now. I don’t know how else to say it.

Q: You encourage people to develop brief “positioning statements” that describe what they do and why they exist. Yours is “Empower people.” What would be an ideal positioning statement for a librarian in a business, government agency, law firm, college or university, or other organizational setting?

Democratize information.

Q: But isn’t that what the Internet does?

Yes, but the Web is not marketing itself. I see what you’re saying, but if I met a librarian and asked, “What do librarians do today in libraries?” and she said, “We democratize information,” I’d get that. I wouldn’t say to her, “But the Internet does that.”



Photo credit: Ben Brum Collier / Anamorphic

Q: You conclude each chapter of *Enchantment with a personal story in which a friend, colleague or former co-worker describes an enchanting moment in his or her life. If I’m looking for success stories to share with my boss to help prove my value, I’m probably thinking more in terms of showing that I helped save the organization time and money. Is enchantment really what I should be striving for?*

Enchantment is really a higher calling. If you’re about to get laid off, it’s too late to be thinking about enchanting your boss or the people who work with you. At that point, nothing can help you except maybe a book about wrongful termination lawsuits.

I’m not saying that enchantment is the only way to succeed in life and work. It’s one way, but it’s a very effective way. There are three pillars of enchantment—likeability, trustworthiness, and quality—and you need a fair degree of each one of them to be enchanting. If you have a great product or service but you aren’t trustworthy or likeable, it won’t work. You can be very likeable and trustworthy but offer a terrible product or service, and it won’t work. You need all three to be enchanting.

Q: You say you’ve written 10 books, or one book 10 times. What’s the central theme or message of that one book you’ve written 10 times?

It all goes back to my personal mantra—I’m trying to empower people. I tried to empower them with Macintosh computers; now I try to empower them with my advisory services, with capital, with my speeches, and with my books. Every one of those books tries to empower people to be more creative and more productive. **SLA**

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Planning for and Managing a Sales Call

BY SETTING CLEAR GOALS AND EXPECTATIONS FOR A SALES CALL, INFORMATION PROFESSIONALS CAN MAKE THE MOST OF THE MEETING AND DEVELOP A MUTUALLY BENEFICIAL RELATIONSHIP WITH THE SALESPERSON.

BY MICHAEL GRUENBERG

Library schools, like many other professional studies programs, do their best to try to prepare students for the rigors of the profession. The syllabi of many professional school programs, however, are mostly theoretical in nature and don't address the experiences students will face when working in their chosen profession.

I recently looked at the courses offered for an MLIS degree at an accredited U.S. school of library and information science. This particular institution, Kent State University in Ohio, expects its graduates to be able to perform the following tasks:

1. Analyze the changing cultural, educational and societal roles of librarians and information professionals and the place of the library and information in society.
2. Select, acquire and process information resources for libraries and other information agencies.
3. Interpret and effectively utilize general and specialized information sources and bibliographic tools.
4. Organize and describe information materials in a manner that will facilitate and enhance utilization of resources.
5. Interpret and apply basic management principles to decision making in librarianship.
6. Describe advances in technology pertinent to the acquisition, organization and dissemination of information and apply this knowledge to libraries and other information agencies.
7. Analyze, evaluate and conduct research in the field of librarianship and relate findings to the solution of problems in the profession.
8. Analyze the information needs and use patterns of specific user populations, the role of the library in the information transfer process and the design of information services to meet user needs.

These are all good skills, and they are certainly well understood by everybody who reads this magazine. However, one of the basic duties of a librarian is working with people who provide the data that are used to respond to questions that are asked every day. I suspect there are few, if any, library schools that offer a course titled "Understanding the Salesperson 101."

Whether you are working in a corpo-

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rate or nonprofit environment, you will be responsible for ensuring that the money spent on buying library databases is invested wisely. Before any dollars are approved to be spent, you should be familiar with the products that will meet your needs—their capabilities, their ease of use, and, of course, their price. Even more importantly, the organization needs to have confidence that you will conduct a thorough investigation before selecting and buying any product.

The salesperson, meanwhile, has an interest in making sure that the partnership with the information professional fulfills the above-mentioned objectives. In essence, the salesperson and the librarian should have a unique relationship that produces results that are acceptable, reasonable and cost-effective for both parties.

My first job, more than 30 years ago, was selling subscriptions on microfiche of documents filed at the Securities and Exchange Commission by public companies. Not exciting subject matter to me, but apparently it was relevant information for corporations, law firms, universities, and public libraries.

One day, I made a sales call at the corporate library of AT&T. The librarian told me she was teaching a course at the library school that night at Rutgers University, and she asked me to come in and speak about public company information. That evening began a journey that took me to library school classes at Columbia University, C.W. Post College, Rider College, the University of Maryland, and other academic institutions over a 34-year period. Initially, I spoke about public company information—what was included in the documents and how that information could be used at business libraries—but more often than not, the students asked questions about what they could expect when working with salespeople. Subsequently, the AT&T library person and I developed a program wherein the two of us spoke regularly to library school classes on how the vendor and the information professional can work together.

Preparing for the Sales Call

A sales call to a library is the result of careful planning. Salespeople are taught that time is money and that time wasted is time that can never be brought back. The most successful salespeople are those who use time wisely. So if a sales rep calls your library, you can assume that she has researched your library and concluded that, at the very least, her company has a product that should complement your collection and meet your needs.

Talking about price is always a difficult discussion, but one that must be had. The price must be understood and agreed to by both parties.

The librarian's responsibility in preparing for the sales call is to schedule a convenient time for the two of you to meet. It is preferable to meet away from the Reference Desk so that the time spent together is uninterrupted. The information professional also needs to be familiar with products that are similar to the one(s) that will be presented.

To make the meeting as productive as possible for both parties, the information professional should ask for an agenda from the salesperson in advance. Say something like this: "Mary, we are very busy at the Information Center and my time is valuable, as is yours. What do you want to discuss with me, since I only have 45 minutes to speak with you on Tuesday at 10:00 a.m. next week?" This way, you are setting the tone, clarifying the objectives, and confirming the time and date. Both of you will benefit if you take this extra step.

Determining Your Needs

A sales call should take no longer than 45 minutes to an hour. The first 5-10 minutes should be devoted to getting to know one another. If the rep has visited with you before, those minutes will be

spent reviewing past meetings and just catching up. If the salesperson opens her laptop at the beginning of the meeting, you can bet she's more interested in getting across her points than listening to you and assessing your needs.

The next half hour should be spent ascertaining what you need to make your library's holdings more effective. I always liken this part of the call to how a doctor's visit unfolds. When you go to the doctor, he inevitably asks, "Where does it hurt?" or "What brought you in

here today?" You respond by describing the maladies that are responsible for your visit.

Much the same holds true in a library sales call. The salesperson's responsibility is to find out where you are feeling the "pain" of unsatisfied information retrieval. In this phase of the call, the rep is the "information doctor" and should probe to find out where there is pain, then offer a solution that will stop the pain.

At the conclusion of the meeting, there should be a review of outstanding items for both parties. No sales call should end without a review of the "to do" items tied to specific dates.

Your responsibility at this point in the sales call is to answer the questions honestly. Let the rep know what is working and what isn't. Sometimes a competitor's product does a better job, and that feedback will allow the salesperson to go back to the product development people at her company and help them develop a better offering. Conversely, if you love the products from her company, say so. Salespeople like to know when a customer is satisfied.

You also have a responsibility to your library at this point, which is to conduct

market surveillance. This is the part where you get to ask the questions. “What’s going on at your company, Ms. Sales Rep? What’s this rumor I heard about your company being active on the acquisition front? I heard ...” These are appropriate questions to ask, because it’s important for you to know about the company that is providing data to your library. After all, it’s not just a partnership between you and the sales rep—it’s also a partnership between your library and the rep’s company.

Wrapping Up the Sales Call

The last 5-10 minutes of the sales call is the “wrap-up” portion. The salesperson will review what you said and give a brief demonstration of the product discussed during the assessment portion of the meeting. Watching the demo is your choice, so don’t waste the salesperson’s time if you have no intention of purchasing the product. On the other hand, if there is genuine interest and a trial is warranted, this is the time to clarify all the elements of the trial. You need to understand what product is being trialed, determine the length of time designated for the trial, and arrange for any training that is needed.

This is also the time for price to be introduced into the conversation. If you are enthusiastic about the product, this is the best time to talk about cost. On the other hand, it may also be the right time to postpone that discussion. Over the years, I have seen too many lost sales opportunities because the librarian pushed for a ballpark cost—“Can I just have a 30-day trial to try it out” or “Just give me a rough idea of what this will cost me”—and the rep felt compelled to answer rather than probe more deeply to determine how serious the potential client really was and better understand the budgetary restrictions of the library.

If you are enthusiastic about the product, then it’s time for the rep to confirm that the product can meet the needs of your library. The salesperson may say, “Based upon your answers, I can offer you this particular database

Checklist for Information Professionals

- Be on time and arrange to meet in a quiet place.
- Speak with honesty and conviction.
- Know all the products that can fill your library’s needs.
- Express the library’s needs (clarify your objectives).
- Remember that buying information is not like going to the grocery store.
- Visit the vendor’s Website before the meeting.
- Understand the dynamics of a typical sales meeting.
- Respect the salesperson’s time.
- Coach the salesperson on navigating your organization’s decision-making process

Checklist for Sales Representatives

- Arrive 15 minutes before the scheduled meeting.
- Speak with honesty and conviction.
- Know your product line and be able to describe its features and benefits without a PowerPoint presentation.
- Listen more and talk less; be an “Information Doctor.”
- Visit the customer’s Website before the meeting.
- Respect the librarian’s time and keep the meeting to an hour or less.

at this cost.” It’s up to the salesperson, based on information you provided earlier in the discussion, to ascertain if that cost is reasonable to you. The rep also needs to know who has the decision-making authority at the library, if the library’s budget can pay for the product sooner rather than later, and the length of the decision-making cycle.

Your responsibility at this point is to inform the rep of the process for making buying decisions at that institution. “Yes, we like your product and I can see a very good use for it, but our fiscal year begins in July and we can only buy your product in August of this year.” Salespeople have heard statements like

that before and are trained to follow up with you at the appropriate time. “Mr. Smith and the Library Committee make the final decision as to whether we can buy your product.” That’s also been said before. The salesperson will then ask to see Mr. Smith and as many of the members of the committee as possible.

Talking about price is always a difficult discussion, but one that must be had. Both parties have a tendency to avoid the topic until the last possible moment. It is not an easy discussion, but the price must be understood and agreed to by both parties.

Strengthening the Partnership

The most important thing to remember about price is that you should never make decisions to buy content based on cost alone. As one of my librarian friends recently told me, "Buying information is not like going to the grocery store." It's a partnership between you and the sales rep to determine what databases you need and to work out a price that is amenable to both parties.

For a salesperson to efficiently fill your needs, both of you need to be on the same page and, most importantly, on the same team. The reality is that the two of you are working together to get the best possible information sources into your library at the most reasonable cost. You want to put the salesperson in a position where she can help you achieve your objectives. By doing this, you not only help yourself, you also help the sales rep. It can be a classic win-win situation if both parties work together.

One way you can strengthen the

relationship is to inform the rep about procedures at your library for working with other departments. For example, if you've been shown a business-related database and you are at an academic institution, will you support the rep in calling on the dean of the business school to gain additional demand for the product? If you are the librarian at an investment bank, is it advisable for the rep to also call on the mergers and acquisitions (M&A) group at the bank to find additional funding for the purchase of that database?

In my years of selling information products in both academic and commercial markets, I always tried to enlist other departments to support the library's purchase of the databases I was presenting. It was a strategy that worked many times for the benefit of the library. So, help the sales rep navigate through your organization. By working together, you both will provide value to your respective organizations.

The accompanying checklists sum-

marize the responsibilities of the information professional and the salesperson. Both roles are remarkably similar and, when executed properly, ensure success for both parties. **SLA**

I would like to dedicate this article to the memory of Paul Wasserman, the founding dean of the School of Library and Information Services at the University of Maryland. Every year over a 10-year period, I had the privilege to speak to Dr. Wasserman's classes at the library that now bears his name. It was an honor to be invited, a joy to interact with incredibly gifted library students and staff, and be able to call this extraordinary man my friend.

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Tipping Point: Viewing Formats as Fluid

Media are evolving quickly from one format to another, and information professionals must avoid choosing 'winners' and instead seek to serve as many users as possible.

BY STEPHEN ABRAM, MLS

I was recently honored to be part of the Library and Information Technology Association's "Top Tech Trends" panel session at the American Library Association's Midwinter Meeting. It was a great time, and I believe the session was recorded if you're interested in listening to it. Participating in the panel started me thinking about trends in media formats, and I ended up naming "the elusiveness of picking dominant formats in the future" one of my trends. Let me explain.

Some might think that I have an insatiable lust for technology. Actually, I don't. I do a lot of reading online—a *lot*—but I still love to sit down with a daily print version of the newspaper (sometimes two or three of them). I also still read the odd print book. Somehow print goes better with my Starbucks venti lattes.

My wife, the real reader in the family, loves her Kobo e-readers (she has two). She has stopped reading print books entirely and insists that all of her book club's selections be available as e-books. Yet she'd describe herself as a bit of a technoserf.

I have a Sony Reader and I read a few books on it, but I find it doesn't satisfy

me. I also read a lot on my iPad as well as my laptop. I love the Flipboard reading app and its ability to meet my diverse content needs and transform them into a magazine-style layout for a "proper" reading experience.

One of my kids had to read thousands of books for his comprehensive exams for his (still in progress) doctoral degree. Generally this involved downloading the books from the library (many of them, maybe most, were out-of-copyright works), dozens at a time, onto his iPad. It was light, quick, efficient—and perfect for bus rides to school.

A friend, a senior accounting professional, reads voraciously on her iPhone. She downloads from the library and cannot understand why books are so expensive and not freely available all the time. She regrets that there are so many limits on e-books in the marketplace.

In research and in casual conversations, I find that many people (maybe most) also show these hybrid reading behaviors. Rarely do I meet people who engage solely in e-reading. In focus groups for work, I see this divide as well: At this point we're seeing about

one-third of folks preferring to read print and one-third preferring to read digital. The final third are hybrids, who make distinct choices about when and where to read in different formats. The fastest growing sector of readers is the hybrids, not the digital-only folks. Print-only reading is on the decline, but not reading in general, which is on the upswing.

As for music, I mostly download MP3 files and load up my laptop, iPhone and iPod. All I need to hear is that there's a new Adele, Lady Gaga, Eminem, or Glee tune available and I'm buying it on iTunes. My kids, on the other hand, use iTunes occasionally but typically use the artist's site or other means to get the music. Leonard Cohen's latest arrived in our home on CD-ROM this week at my spouse's behest.

With regard to movies and television shows, we're not renters anymore (and we used to be huge renters). I download TV shows and movies from iTunes and have the Netflix app on my iPad. We will occasionally buy gifts of favorite TV seasons and limited-run series on DVD and pass them around the family. The kids don't have cable in their places, but are always up to date on their favorite series, even before they come to Canadian TV.

Why am I telling you this? I think it's clear that we're entering an era where being dogmatic about reading, entertainment and learning experiences will get us, as librarians and information professionals, nowhere.

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Toward a New Format Dogma

I think we need to acknowledge three truths and three trends:

We are not on track for a single right or perfect device. There are biological reasons why humans experience e-paper readers and tablet readers differently. E-paper readers like the Kindle, Nook, Sony Reader, and Kobo rely on reflected light to be read, which is how the human eye evolved to receive the world—through reflected (not projected) light. We are most comfortable and read best in this format; this is especially true for fiction, when our reading experience is from cover to cover, start to finish, and happens exclusively in our imagination. With the old cathode ray tube monitors, we had excess light projected into our eyes and brains, and this could, in some cases, create stress and flight-or-fright responses.

Remember the flame wars of the early Internet? Laptops, tablets, and smartphones use low-light plasma screens, and these still cause changes in our brains when we use them. But they basically can encourage action, which can be a positive result in a non-fiction, work, learning, or research context. Both form factors align with different modalities.

For the foreseeable future, librarians and information professionals will need to stake a claim in all camps. It would be deleterious to our professional service to choose any single format or device over another. It's the user who gets to choose. Indeed, we've already seen the damage that can be done when employers force one digital or device standard on the entire employee population, ignoring diversity, choice, market facts, technological evolution, and flexibility.

We need to become expert at conversion on the fly. Many in the industry are announcing the demise of certain print formats. We are seeing this already with newspapers that have gone digital-only, government reports that are issued as PDFs alone, and books that can be acquired as e-copies only. Some major music publishers are scheduling the

end of mass consumer CD retailing and manufacturing starting in 2013. Many indie music publishers and bands or artists have already gone MP3-only and avoided mainstream retailers and distributors. DVDs will surely quickly follow, if for no other reason than many publishers believe that they can control piracy or copyright infringement more successfully in a digital-only world. And let's not get into the crazy gaming marketplace!

But, while consumer-targeted, mass market print, CD-ROM and DVD publishing may be on the wane, we are definitely still seeing strong demand for these formats from a significant cadre of end users. We are also seeing tools arriving to support these markets. What skills and services will libraries need to adopt?

Print on demand (PoD). The Espresso Book Machine is the best exemplar of this trend. You can print an entire major book in minutes, complete with cover and binding. With hundreds of thousands of out-of-copyright works being made available through Google Books, Project Gutenberg, the Hathi Trust, ProQuest's EEBO, and Gale's ECCO and NECCO, any library's digital-to-print collection can be easily and instantly expanded beyond our imagination of just years ago.

Podcasts, music and video (streaming, MP3, MP4, etc.). Despite our best efforts, there are still many places where broadband coverage is not accessible. North America is like Swiss cheese with respect to full access to the Internet. This is one component of the digital divide in access that is often not related to income, talent or education.

Libraries can bridge this gap by offering conversions of online files to transportable media like USB drives, CD-ROMs, DVDs, and whatever's next. Remember that this is not just about entertainment, since this narrow view trivializes the issue. Access to e-learning involves watching or listening to podcasts, streaming lectures, videos, and more. This is a valid extension of the library service promise. Additionally,

with respect to serving an aging population or those whose abilities differ from the majority, the capacity to provide audio files of any book, large-print versions on e-readers, or even Braille copies is a huge benefit that libraries can offer.

I'm not suggesting that libraries become FedEx Office/Kinko's outlets. What I am suggesting is that this is a normal progression of reference and research support services—getting content successfully into users' hands in a format they can actually use.

3D Printing. I do see a day when 3D printers will exist in libraries, and I think they probably will be accessible through special libraries sooner than others. There is much to say about the difference between text, audio and video. There is more to say about, and more information in, objects—models, sculptures, concept pieces, devices, organs, and more. If we can find these at the library, what are the limits to learning? Certainly not geography.

So, there you have it. Is the digital divide the only divide we need to bridge? I think not. By viewing formats as fluid, we also break the barriers of format as a limitation. And librarians are all about breaking barriers! **SLA**

Signs of a Promising Future

The risks posed by information overload and the lack of solitude for workers point to a growing need for the skills that librarians bring to organizations.

BY DEBBIE SCHACHTER, MLS, MBA

It is clear that the amount of information being generated and disseminated today continues to grow. It is equally clear that, far from becoming more adept at handling all of this information, organizations are increasingly at risk of missing or misunderstanding key pieces of information that are required to maintain their competitive edge.

Ironically, those who can best help organizations manage and reduce this risk—information professionals and librarians—were among the first workers targeted as potentially “redundant” when the World Wide Web exploded. But we can see now, with information being generated in more ways by more individuals and transmitted almost instantaneously, that information professionals are more valuable to organizations than ever before. This fact is only slowly being appreciated by many organizations, however.

Impact of Information Overload

A direct consequence of information overload, one that further underlines the need for information professionals to assist with gathering and disseminating information, is the negative impact of too much irrelevant information on decision making. A recent article in

Stanford Business Magazine titled “Too Much Information Clouds Negotiators’ Judgment” notes that research has shown that “having the wrong kind of information ... can actually produce less successful negotiating results than having no information.”

A similar article in *Fast Company*, titled “Generation Flux,” suggests that

You can see a promising future for information professionals *if* we can manage to convince ourselves and our organizations that we are best positioned to help reduce the chaos.

businesses and industries are in an era of chaos today thanks to continued turbulence in the economy and the increasing pace of technology and information transfer, which began back in the 1990s. As the article states, “Uncertainty has taken hold in boardrooms and cubicles, as executives and workers (employed and unemployed) struggle with core questions: Which competitive advantages have staying

power? What skills matter most? How can you weigh risk and opportunity when the fundamentals of your business may change overnight?”

The *Fast Company* article further notes that people today are more likely to have several “careers” during their lifespan than they were in the past. It also states that organizations are having difficulty keeping up not only with information, but also with the changes it often causes. This means that staying abreast of trends in information development, management, retrieval and knowledge sharing is even more essential than in the past.

If you put these two trends—the

growing risks posed by information overload and the tendency to have several careers—together, you can see a promising future for information professionals *if* we can manage to convince ourselves and our organizations that we are best positioned to help reduce the chaos. Being comfortable with ambiguity is the new norm, and those who can excel in the midst of turbulence will succeed in this new world. We need to model these behaviors, as managers and leaders, and use the language of business to spell out these facts to our employers.

Team-Based Work Environments

Another article, from the *New York Times*, touches on several aspects of the demise of solitary endeavor in favor of a team- or group-based approach to



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work. This approach, combined with information overload and its impact on the individual, leads to frustration and lack of forward momentum.

The premise of the article, “The rise of the new groupthink,” is that we are all so busy participating in group meetings and brainstorming sessions that we no longer have the opportunity to spend time in reflective consideration and analysis. Without the “alone time” required for thought and reflection, our organizations will find themselves falling increasingly behind in the marketplace. At the same time, individuals need to filter out excess information so they can more effectively use their individual time for reflection and analysis of the most relevant information.

As managers, supervisors and information center leaders, we must allow ourselves and our staff the “individual time” to be creative while also providing

access to crucial and accurate information needed for good decision making. Today’s team-based approach toward management and supervision has improved the workplace through better problem solving and an enhanced sense of self-motivation, but innovation does not happen in a meeting. The key is to use group- or team-based processes appropriately, which requires knowing when group involvement will achieve a more effective result than individual work.

Employees need time to consider, plan and think in order to develop innovative ideas in the workplace. Information professionals can assist in promoting individual productivity by acting as filters and partners in the management of information and knowledge within organizations.

Information professionals have always been responsible for not only gathering

and preserving information, but also managing that information so the right information gets to the right people at the right time. As our workplace paradigms change around us, these fundamental practices are proving to be as valid today as they have been in the past. Communicating and leading with these concepts within our organizations are critical to enhancing the perception of our relevance. **SLA**

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Networking for Introverts

Breaking down networking into individual pieces makes it seem less overwhelming and increases your chances of being successful.

BY JILL STRAND, MLIS

The very idea of “networking” makes many of us cringe. It’s like going to the dentist—we know we have to do it, we know we’ll benefit in the long run, but that doesn’t mean we enjoy it.

Networking takes energy and requires a certain amount of enthusiasm. It often involves walking up to complete strangers and finding something in common to discuss. You have to engage, listen and share. No wonder so many people find this overwhelming. I feel overwhelmed just thinking about it—and so do many of our members, given the number of responses to my query asking for tips on how to deal with it.

But what if networking were as simple as talking about why you’re excited about a new project at work? Talking to folks with whom you share something in common? Asking someone you don’t know a question about herself?

I have a theory about networking: If we simply consider the pieces and not the whole process, it doesn’t feel quite as overwhelming. I also think it’s something that can be learned and mastered with practice, no matter how introverted a person may be. I’m an introvert, and there are still times when walking into a room full of people I don’t know scares

the stuffing out of me. But the more I do it, the easier it gets (and the more people I get to know.) And because I remember that feeling of isolation so well, I try to include new folks in group conversations.

I invited SLA members to share their best networking tips by asking them to answer four questions. Keep reading for their answers (and hopefully some personal inspiration.) Whether you’re a novice networker or just looking for a new approach to help get yourself in the right frame of mind for an upcoming gathering, there should be a helpful tip or two (or three) here that you can use.

How do you put yourself in the right frame of mind for networking events?

The tips I received in response to this question reinforced my theory about breaking networking into smaller pieces. For example, one member said she always sets a goal to have a great conversation with one person she’s never met. To increase her odds of achieving that goal, she only sits next to strangers at events, because it guarantees she’ll meet new people.

For Piper Mullins, networking starts with choosing the right clothes. “I like to choose a nice outfit that gives me

confidence and makes me feel good to go out,” she says. “I also try to look forward to conversations with like-minded people in different organizations. Networking is a friendly event to make professional contacts and hear about other people’s experiences, and possibly make friends.”

Kathy Kelly looks at networking as a crucial step in the process of career development. “Shooting off resumes into online application systems and in response to ads on job aggregator sites, while part of a job hunt, is not as crucial these days as working on personal branding and professional contacts, both online and in person,” she says. “It is at networking events that one tends to hear about jobs that will be opening up soon, because someone is retiring or resigning. At these same events, one meets and maintains relationships with people who can help over time with career development matters. You may also hear about sources of valuable training you need to convince an employer you have the ‘get up and go,’ even when job searching, to acquire new skills.”

How do you try to make others feel comfortable at such events?

“Some people don’t know how to talk about what they do, so I proactively ask people about themselves and what they do. I ask follow-up questions and show interest in what they have said. If possible, I then introduce them to someone else at the event that they have some synergy with.” — *Jill Hurst-Wahl, Hurst Associates, Ltd.*



JILL STRAND is director of the Information Resources Library at the law firm of Maslon Edelman Borman & Brand, LLP in Minneapolis. An SLA Fellow, she is currently chair of the SLA 2013 Conference Advisory Council and professional development chair for the SLA Legal Division. She previously served as chair of the SLA 2011 Nominating Committee, president of the SLA Minnesota Chapter, and chair of the Public Relations Advisory Council and was a member of the 2011 Conference Advisory Council. She can be reached at jillstrand@gmail.com.

“I am usually the one who is feeling uncomfortable at these events—insecure about saying something stupid, insecure about not achieving a higher professional position since earning my MLS, etc. However, I make it a point to ask people open-ended questions and try to find some common ground on which to connect. A smile and some humor usually break the ice a bit, too.” —*Piper Mullins, National Zoological Park*

“I look for someone who seems alone and go over to chat. Then I bring him or her with me to a group to be included.” —*Ulla de Stricker, de Stricker Associates*

“By trying to chat with those on their own. I like to make sure I always introduce new or different people to at least one other person.” —*Sue Hill, Sue Hill Recruitment*

“I remember the feeling of walking into an event alone, and I make a conscious effort to look for the alone person (you can tell by the look on the face). I say hi and ask if they are new, and maybe introduce him/her to others.” —*Elizabeth Meylor, HGA Architects & Engineers*

What one tip would you give to a novice networker?

“The absolute best tip I ever got for networking has proven helpful time and time again: In a room full of busily chatting people, look for the one who is standing alone. There will always be someone. Walk on over, say hello, and introduce yourself. No one likes to stand alone at a networking event. The individual will be relieved and happy to have someone take the initiative. This approach generally proves much more fruitful than trying to break into an ongoing conversation.” —*Cindy Shamel, Shamel Information Services*

“Networking with people by chatting about inconsequential subjects (weather, football, etc.) is something I hate to do, so I try to see each interaction with another person as a mini-learning experience for both of us.

If I know something about the other person, I will ask about their work or an opinion based on their expertise. If I don’t know them, I try to find out that information first after I introduce myself. Hopefully the other person will reciprocate!” —*Susan Epstein, Florida State University*

“Go with an open mind, a smile, and the belief that at least one person you meet may be instrumental in a career change or in helping you track down an elusive piece of information you may want in the near future. If you are nervous, then so, probably, are they.” —*Sue Hill, Sue Hill Recruitment*

search.” —*Kathy Kelly, librarian and certified archivist*

What networking situations are most challenging for you, and how do you cope with them?

“Situations where I am not an expert are difficult because I don’t know what topics will engage the participants. When I get to the event, I try to listen for a while to hear what people are talking about and see if I can contribute. Sometimes, just listening is as helpful as talking.” —*Piper Mullins, National Zoological Park*

‘Bring cards, take cards, make notes on cards of the date and venue, and follow up with an article or comment about your conversation to reinforce the memory.’

“I have met so many wonderful folks over the years who have become close friends just by starting out saying, ‘Hi, my name is Marlene. How are you tonight?’ Most of us have had those first-timer jitters, sometimes more often than just that first time, but remember that we are a very collegial, friendly and sharing profession. And I think that ‘sharing’ certainly includes sharing our time with others.” —*Marlene Vogelsang, Pacific Energy Center*

“Use the business cards. Bring cards, take cards, make notes on cards of the date and venue, and follow up with an article or comment about your conversation to reinforce the memory.” —*Kim Emmons, Washington Research Foundation/WRF Capital*

“The best tip I’d give a novice networker is that by engaging in networking, you’ll experience the serendipity of unexpected gains. You’ll run into leads, contacts and resources that you would not have found in a more solitary job

“Sometimes someone looks familiar, but I can’t remember their name or if we have met. This just happened recently. I introduced myself to someone—and I really did know him—but he just looked different that evening. Sometimes there just isn’t enough time at meetings to spend with new folks, and I hate to feel like I’m abandoning someone after I say hello. So I try to introduce them to someone else if I need to speak to others.” —*Marlene Vogelsang, Pacific Energy Center SLA*

Using Primary and Secondary Sources

Both primary and secondary sources are helpful for understanding the meaning and context of copyright law and determining how to apply it.

BY LESLEY ELLEN HARRIS

Information about copyright law has never been so plentiful, or so readily available. With so much information at your fingertips, you may wonder whether you should begin with primary or secondary sources if you want a general education on copyright law or are searching for a specific answer to a copyright question.

Primary sources for copyright research are the U.S. Constitution, the

take when researching copyright, each with its own advantages. If you begin with the copyright statute itself, you are starting at the most formal level and working your way out from there. You will have the law in its purest form, but it may be difficult to understand the reasoning behind the Copyright Act and its application and methodology.

The Constitution provides a “bigger picture,” but its usefulness is limited to

bodies with respect to finding a common ground on copyright principles.

Judicial opinions can offer summaries of case law and also interpret the Copyright Act as it applies to specific situations, but they may be too difficult to understand if you are not a lawyer—after all, they are written by legal minds for legal minds. The legislative history behind the provisions in the Copyright Act provides context for the rationale underlying certain provisions and language chosen by legislators.

Secondary sources such as scholarly journals, articles and books explain the application of the law. More and more, I am seeing articles and blogs about copyright issues that are written for non-lawyers. These articles and blogs are intended to be helpful, “plain English” resources.

If you choose to start your research with these or other secondary sources, you will find that the authors will interpret copyright issues from their own perspective and may take an active opinion on the subject. You must “tease out” the actual legal points and then use the author’s interpretations to understand the law. The primary sources can guide you in this process, as they enable you to see what the actual law is and help you separate fact from opinion.

So, which approach is preferable—beginning with primary sources, or with secondary sources? Either route works, as long as you identify what is law and what is opinion. Often it is helpful to switch back and forth between primary and secondary sources as you weave

Often it is helpful to switch back and forth between primary and secondary sources as you weave your way through the copyright jungle.

U.S. Copyright Act, international conventions such as the Berne Convention and various World Intellectual Property Organization (WIPO) treaties, and judicial opinions by the courts. Secondary sources are all other resources not considered primary sources, such as articles and books that explain, discuss and analyze copyright law.

There are multiple routes you can

understanding where the power to create copyright law comes from and the legality of the law in its general application. International conventions, treaties and trade agreements provide some context for copyright law and illuminate the global copyright picture; they also reveal the extent to which the U.S. government has made commitments with other governments and international



LESLEY ELLEN HARRIS is a copyright lawyer who consults on legal, business and strategic issues. She is editor of a newsletter, *The Copyright & New Media Law Newsletter*, which is available at www.copyrightlaws.com. She also teaches SLA’s Certificate in Copyright Management program and maintains a blog on copyright questions and answers. The second edition of her book, *Licensing Digital Content: A Practical Guide for Librarians*, was published last year.

your way through the copyright jungle.

Reading the U.S. Copyright Act

If you have never done so (or have not done so for a long time), consider reading the U.S. Copyright Act. Make sure you have an up-to-date version of the act. It is available online at www.copyright.gov/title17/.

Before you start, be aware that few people can sit down and read the Copyright Act from beginning to end and understand it. I recommend you begin with the preface—which, in the Copyright Act, is the Constitutional provision respecting copyright. The preface in all statutes is intended to set out a basic understanding of the goal of the lawmakers.

Read the definition sections for simple applications and explanations. Be prepared to read the relevant sections or the entire act at least three times. To

avoid getting overwhelmed, focus on definitions and the basics of copyright and especially on sections relevant to you.

All words and punctuation are chosen intentionally by legislators. *And* means all elements stated are necessary; *or* means that one of the listed elements is necessary. *Includes* means that the listed items are examples and that the list is not exhaustive. *May* means you are allowed to do something, whereas *shall* means you are required to do that thing.

Look up words you do not understand, both in a “regular” dictionary as well as in a legal dictionary. Try to find the logic or meaning in each section in a statute. Although the language may seem absurd at first, there is a reason why each section is in the act. Many sections are dependent upon other sections in the act, so you’ll need to read

these sections together to understand their meaning.

As difficult as it may be, you should read the entire act as a whole. This will help you think about the spirit of the law, what the law is trying to achieve, and how each piece fits into that goal. You can then cement your understanding of the provisions you read with secondary sources. **SLA**

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14
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18-23
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WEBINARS:

Using E-Portfolios to Showcase Your Work, Experience, and Skills

Presenters: Lisa Chow, Web analyst, Brooklyn Public Library; Sandra Sajonas, business and career librarian, Brooklyn Public Library

Date: 9 May 2012
Time: 2:00 p.m. - 3:00 p.m. Eastern time
Price: No charge for SLA members

Learn how to use e-portfolios to showcase your work, experience and skills. This Webinar will cover the basics of e-portfolios, including (1) what they are and how they compare to traditional resumes and CVs, (2) online tools to create and host e-portfolios, (3) how to effectively promote your e-portfolio, and (4) using Web analytics to gauge the impact of your e-portfolio.

Critical Learning Questions:

- How can I create, use and promote my e-portfolio to showcase my work, experience, and skills?
- How is a traditional resume/CV/portfolio similar to and different from an e-portfolio?
- How do I determine the impact of my e-portfolio using Web analytics tools?

Who Should Attend:

Information professionals, library school students and job seekers wanting to expand the reach of their experience and expertise.

About the Presenters:

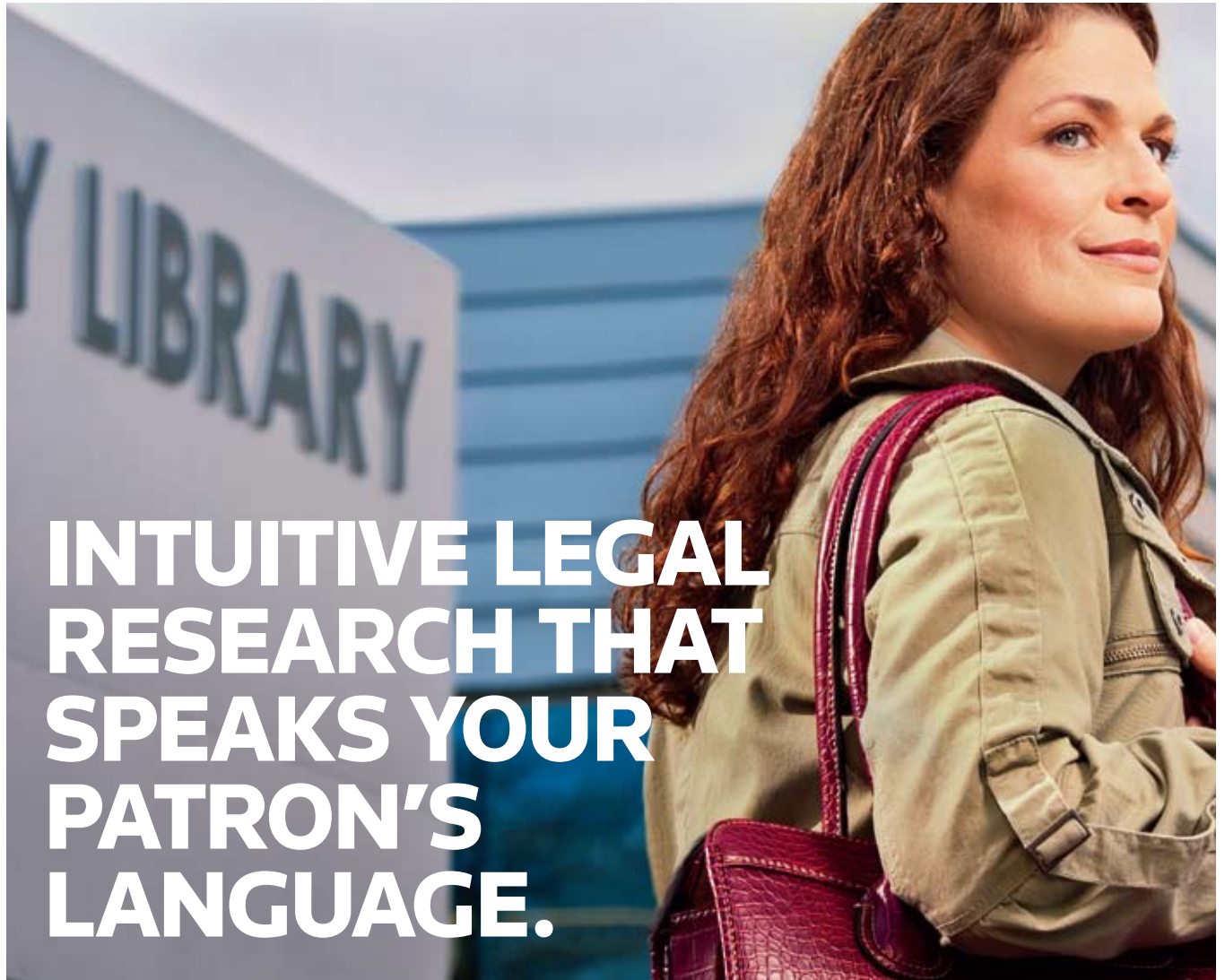
Lisa Chow is an information professional and speaker on leadership and career development, people-centered usability, and unconferences. She was named an SLA Rising Star (2011), a *Library Journal Mover & Shaker* (2010), an ALA Emerging Leader, and an ARL Diversity Scholar. Lisa is half of People Interact, a consultancy that empowers libraries and other organizations to be people-centered.

Sandra Sajonas is currently at the Business and Career Library in Brooklyn, where she counsels and assists job seekers, professionals, and students on various career development topics. Since earning her MLS, Sandra has been named a *Library Journal Mover & Shaker* (2010) and an ALA Emerging Leader and has presented at various venues on leadership, professional development, unconferences, and people-centered usability. Sandra is the other half of People Interact.

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