

The Best Service Is No Service

November 11, 2013

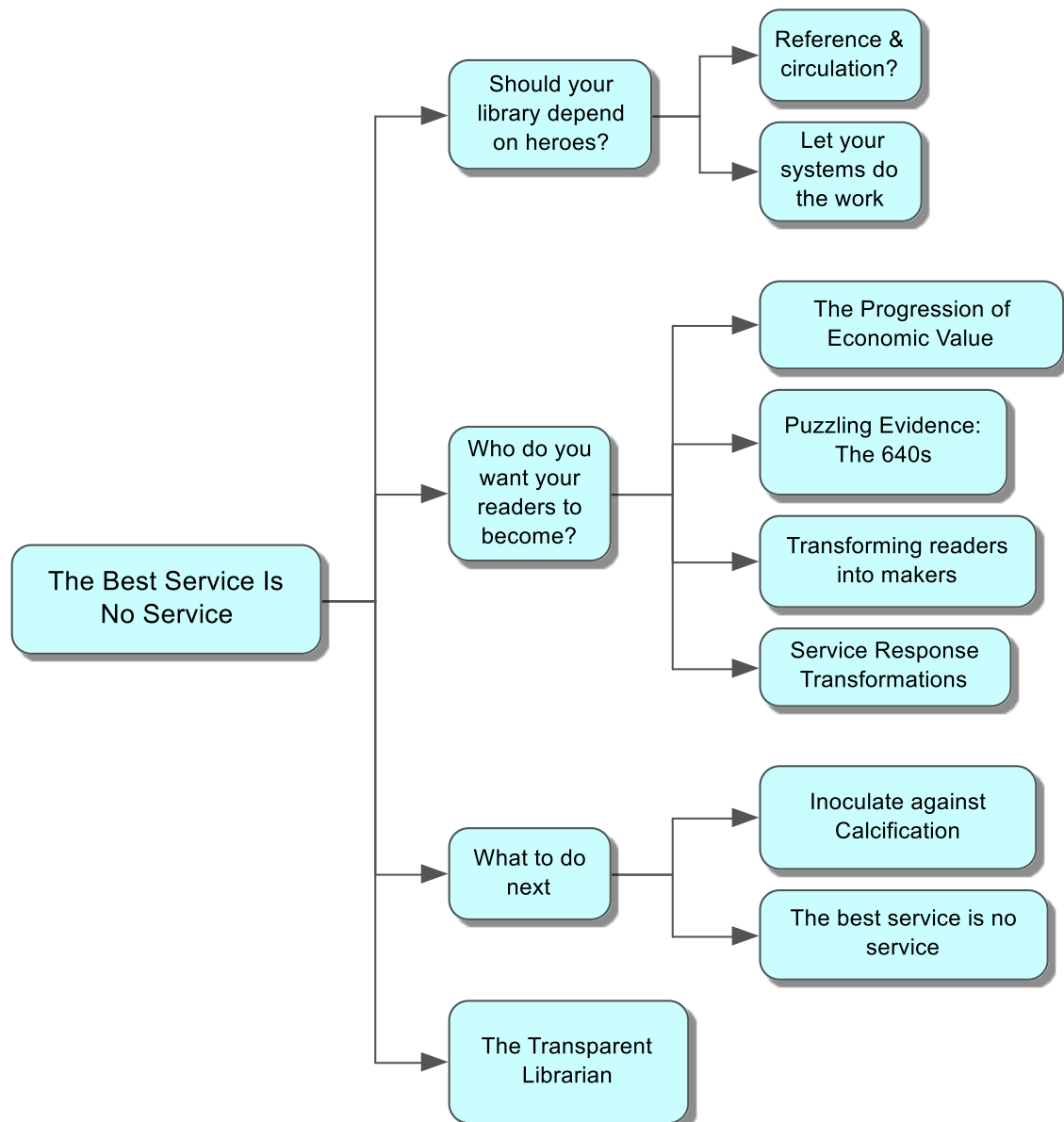
Council Bluffs Public Library

Roy Kenagy

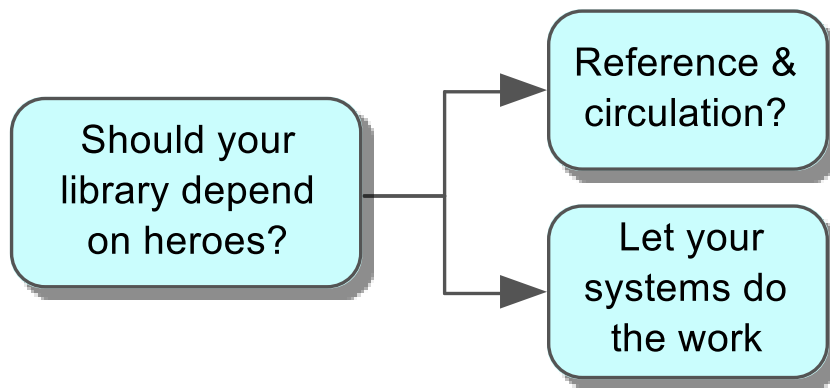
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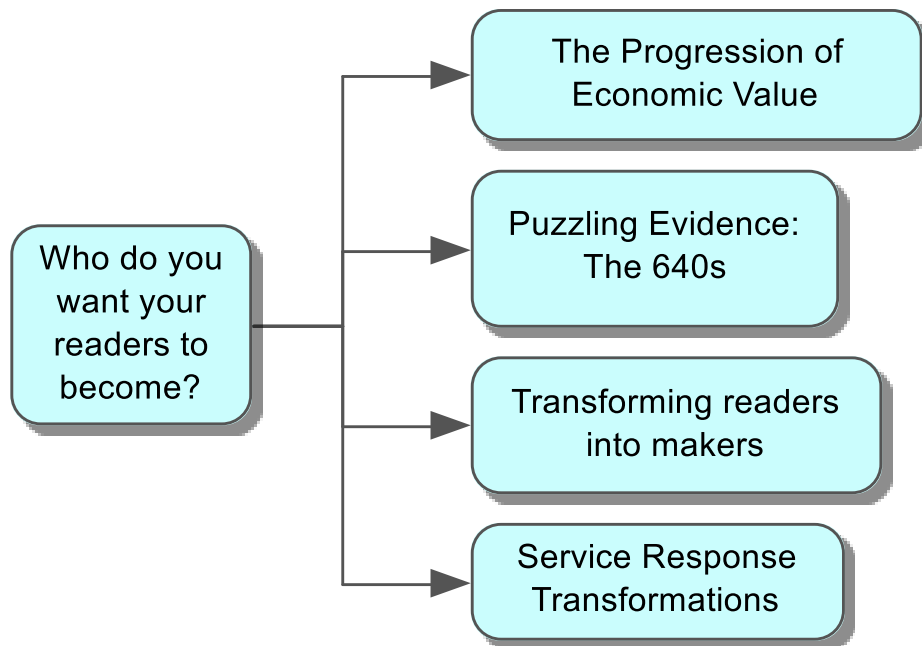
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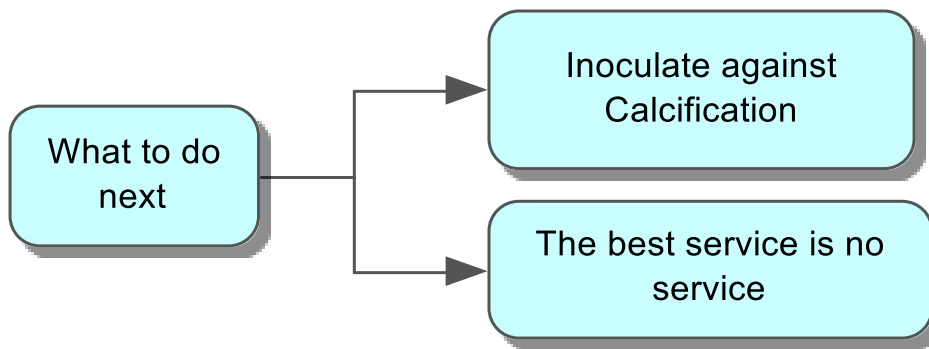
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Terms

Active listening: "A set of skills and an attitude. By asking open-ended questions, seeking clarification, driving for specificity, and then demonstrating a grasp of what the other party has said, you both learn and project empathy with your counterparts' point of view. Typical active-listening questions include, "If I understand you correctly, you need... Why is that important to you?" and "What specific concerns do you have about our proposal?" (Roger Fisher and William Ury, *Getting to Yes* [Penguin Books, 1991], 34)

Browsing: 1) Searching without a specific, conscious object or destination in mind; 2) Systematically scanning an environment in which the direct path to an object or destination is not apparent.

Calcification: Cited by Frei and Morriss in *Uncommon Service* (pp. 180-182): indifference, withdrawal, and hostility caused by extended exposure to the complexity, stress and tedious routine of serving readers. In effect, staff members build a hard emotional shell to protect themselves from readers.

Checklists: "Surgeon, MacArthur fellow, and New Yorker staff writer [Atul] Gawande... investigated the nature of ineptitude and found that the more complex our lives and work become—a raging side effect of technology—the easier it is for us to overlook details and to err, sometimes catastrophically. Hence the well-thought-out to-do list. Overwhelming torrents of details and demands are by no means restricted to medicine. In fact, Gawande discovered the power of the checklist in his research into aviation, and he extends his inquiry to architecture, finance, and legal cases. Back on his turf, Gawande credits nurses with creating the first health checklists and describes his own quest to make and properly use a safe-surgery checklist." January 1, 2010 *Booklist* review of Atul Gawande, *The Checklist Manifesto*, Metropolitan Books, 2009).

Commodity economy: Economy based on the production, extraction, processing, and distribution of relatively undifferentiated goods, often raw materials or natural products.

Coproduction: System of library service in which readers have the opportunity to collaborate actively with library staff to further the purpose of library activities and programs. Example: children's librarians model how to read a picture book to a child, so that parents can become more effective in reading to the child at home.

Duck Soup: An organizational state in which the system isn't working well. An early warning indicator: a question, event, complaint, concern, mistake, error, failure, etc. that occurs three or more times to one or more staff members. Escape from duck soup by changing the library's systems.

Experience economy: "The term Experience Economy was first described in an article published in 1998 by B. Joseph Pine II and James H. Gilmore, titled "The Experience Economy". In it they described the experience economy as the next economy following the agrarian economy, the industrial economy, and the most recent service economy... Pine and Gilmore argue that businesses must orchestrate memorable events for their customers, and that memory itself becomes the product - the "experience". (http://en.wikipedia.org/wiki/The_Experience_Economy)

Frame: As defined by Schon and Rein (*Frame Reflection*), a frame is the structure of belief, perception, and appreciation that underlies a policy position. (<http://beyondintractability.colorado.edu/booksummary/10218/>)

Lake Wobegon effect: Lake Wobegon is a fictional Minnesota town, the subject of humourist Garrison Keillor's weekly radio monologue *News from Lake Wobegon*. From Wikipedia: "Lake Wobegon is characterized as the town where "all the women are strong, all the men are good looking, and all the children are above average." The Lake Wobegon effect, a natural human

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tendency to overestimate one's capabilities, is named after the town."

(http://en.wikipedia.org/wiki/Lake_Wobegon)

Merchandising: "In the broadest sense, merchandising is any practice which contributes to the sale of products to a retail consumer. At a retail in-store level, merchandising refers to the variety of products available for sale and the display of those products in such a way that it stimulates interest and entices customers to make a purchase." (Wikipedia, <http://en.wikipedia.org/wiki/Merchandising>) Merchandising is often confused with marketing by laypersons, but the two are separate practices.

Normal distribution: "A normal distribution is a very important statistical data distribution pattern occurring in many natural phenomena, such as height, blood pressure, lengths of objects produced by machines, etc. Certain data, when graphed as a histogram (data on the horizontal axis, amount of data on the vertical axis), creates a bell-shaped curve known as a normal curve, or normal distribution. Normal distributions are symmetrical with a single central peak at the mean (average) of the data [μ , μ]. The shape of the curve is described as bell-shaped with the graph falling off evenly on either side of the mean. Fifty percent of the distribution lies to the left of the mean and fifty percent lies to the right of the mean. The spread of a normal distribution is controlled by the standard deviation [σ , σ]. The smaller the standard deviation, the more concentrated the data." (Oswego City School District Regents Exam Prep Center, <http://www.regentsprep.org/Regents/math/algtrig/ATS2/NormalLesson.htm>)

PDCA (Plan – Do – Check – Act) Cycle: "PDCA (plan–do–check–act) is an iterative four-step management method used in business for the control and continuous improvement of processes and products... The steps in each successive cycle are – PLAN: Establish the objectives and processes necessary to deliver results in accordance with the expected output (the target or goals). DO: Implement the plan, execute the process, make the product. CHECK: Study the actual results and

compare against the expected results (targets or goals from the "PLAN") to ascertain any differences. ACT: Request corrective actions on significant differences between actual and planned results. Analyze the differences to determine their root causes. Determine where to apply changes that will include improvement of the process or product." (<http://en.wikipedia.org/wiki/PDCA>)

Product economy: Economy based on the manufacture and distribution of processed goods.

Progression of economic value: From Pine and Gilmore, *The Experience Economy*, the development over time of the means of adding value to economic exchanges, through five stages: commodities, products, services, experiences, and transformations. At each stage the mechanism for adding value changes and the economic return on the activity increases.

Reading: A transformative action through which a person creates meaning based on the evidence provided by a text. The text may be print or electronic, pictorial, aural, visual, or performed.

Reader: A person who visits, uses, or otherwise interacts with a library. Commonly called patron, user, or customer, "Reader" is preferred in this workshop because the term calls out the transformative nature of reading – an act of creation, not just consumption.

Reflective practitioner: "The practitioner allows himself to experience surprise, puzzlement, or confusion in a situation which he finds uncertain or unique. He reflects on the phenomenon before him, and on the prior understandings which have been implicit in his behaviour. He carries out an experiment which serves to generate both a new understanding of the phenomenon and a change in the situation." (Schon, *The Reflective Practitioner*, 68)

Service economy: Economy based on providing individualized services to consumers upon request.

Servicescape: "All aspects of the organization's physical facility... Elements of the servicescape that affect customers include both exterior attributes

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(such as signage, parking, and the landscape) and interior attributes (such as design, layout, equipment, and décor)." (Zeithaml, Bitner, and Gremler, *Services Marketing*, 2006, pp. 317-18)

System: A set of connected things or parts forming a complex whole, in particular a set of things working together as parts of a mechanism or an interconnecting network (Google Definitions). "It helps to think of organizations as systems. Simply put, a system is an organized collection of parts that are highly integrated in order to accomplish an overall goal. The system has various inputs which are processed to produce certain outputs, that together, accomplish the overall goal desired by the organization. There is ongoing feedback among these various parts to ensure they remain aligned to accomplish the overall goal of the organization. There are several classes of systems, ranging from very simple frameworks all the way to social systems, which are the most complex. Organizations are, of course, social systems." (<http://managementhelp.org/organizations/definition.htm>)

Transformation economy: An economy based on providing transformative experiences to consumers.

Transparent librarian: A librarian whose primary professional focus is on the production and maintenance of an effective and purposeful library system, rather than her personal role in relation to library stakeholders. In literary terms, transparent librarians are visible only as "implied authors," the guiding intelligence sensed by readers in their experience of the library as a living text.

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