

The Status Quo Has Got to Go

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The Status Quo Has Got to Go

Brad Eden, Dean of Library Services, Valparaiso University

Slides can be found online at <http://www.slideshare.net/CharlestonConference/the-status-quo-has-got-to-go-by-brad-eden-dean-of-library-services-valparaiso-university-sat-930-am>.

I was asked to come here and speak to all of you about change, because when I gave a speech to some of the services librarians of New England in April, it was a little provocative, and I was told we want more of that. This conference is known for being provocative. So when I put together my first presentation here, I set it aside for a couple of days, and when I went and looked I thought, "That just isn't enough." I did a revision, and I'm going to touch off some buttons here, because I think that one of the reasons why I've been asked to be here is because I make people uncomfortable. That is my job, and I enjoy doing it. As a profession, we don't enjoy being uncomfortable, but we need to be uncomfortable because the world is changing dramatically, and we're going to become obsolete if we don't change.

So, with that I'm going to start with the definition of what the status quo is. The Merriam-Webster definition is, "the existing state of affairs." An example is, "He is content with the status quo and does not like change. <Civic leaders who are afraid to do anything that might change the town's status quo.>" When I say "The status quo has got to go," I'm going to bring up some things that I think we, as a profession, need to change, and I'm also going to talk to you from the perspective of a library director. This is something that I'm going to be asking you to do, and I think all of us need to think and work on in the future, is realize that we are no longer a technical services, we are no longer public services, we are no longer collection development, we are a team. We need to work as a team, and from that perspective you need to understand some of the challenges that Library Directors and Deans have to do as the leaders of your organization. If you don't understand them, then you are not really fully informed, and that is part of our jobs is being fully informed. So, going from there, I want you to think like a library administrator. I'm going to present the picture to you like a library administrator: somebody who

stands at the top of your organization but also acts as an intermediate between the upper campus administration, what's going on outside the library, and around the external politics involved in that, because it *is* all about politics.

The Economy and State Support of Higher Education

I don't know if you've noticed or not, but states are disengaging themselves from paying for higher education. That is not going to stop; that is going to accelerate. Why is that going to accelerate? Because nobody wants to pay any more taxes. We're past the World War II emphasis on higher education now; we're into a generation that doesn't want to pay for these extra perks that they had; things like public education, things like social welfare. I'm sorry, but, that's the reality. Our world is changing. The state support of higher education is going away. It has been dramatically shown in California and Pennsylvania and Nevada. If you don't know what is going on there, you should. I went to the University of Nevada, Las Vegas in 1999. It was the fastest-growing university in the country. We were hiring 400 new faculty a year. Two years ago they almost had to declare fiscal exigency, bankruptcy, because the state disengaged itself from supporting higher education and took away 56% of their support of higher education in the state. That is a dramatic change and that is just one. You can look at the University of California system, look at the University of Pennsylvania, and see what's going on there. This is not going to change; it is only going to accelerate.

Google Digitization and Book Settlement

This is dramatically changing the way that we're going to be giving information out to the public. Google is becoming another Elsevier. That's what they want to become. They've got a database full of our stuff that we gave away for free, and that's okay, because then we were able to get a digital copy as well, which we would never have been able

to pay for. This is going to change the whole landscape because when this database is finally offered, then we are going to have to pay for it, and it's going to take up the majority of your print budget. What are you going to give up: your print budget or the Google database? Your professors are going to want the Google database because it has full text searching and they can search across these sacred texts and prints in everything from the history of humanity that they could never do before. It's all available upon the web. So, that's something else that's going to change.

Social Networking

We already know how that's changing our environment. We need to get involved in social networking. That's something that we as librarians feel uncomfortable with, but we gotta do it. We gotta get in there where our users are, get out there and talk to them in the way that they talk.

Space

Now there is space in terms of people, and in terms of collections. The big hot topic out there is distributed print repositories. Distributed print repositories are going beyond a repository. For instance, in the UC system we have two large storage facilities that are full. By next year one of them is going to be packed, and in another two years the other one is going to be packed, and all 10 campuses of the University of California system are going to have no more shelf space next year for print. State governments are not going to build us anymore new buildings. So, how are we going to deal with this? We're getting into this whole concept of regional or regional print repositories. If you don't know about the WEST project, Western Regional Storage Trust, learn about it. This concept means giving up responsibility for a certain collection area. For instance, the University of Oregon agrees to do one subject area, that means we're going to sign legal agreements, and the rest of us then can decant our collections of that area because for perpetuity we've given that to the University of Oregon. The rest of us then can clear our shelf space to move into other endeavors. So if you don't know about it, find out about it. It is also called "shared print-in-place."

Here are the costs involved in keeping print books on stacks: From a very reliable study, it is \$4.26 per book that we pay every year to keep one book on a shelf. If we could put that into some type of high density storage, that cost goes down dramatically to \$.86. As a Library Director, do you see what I'm seeing? Cost per book, and we've got 300,000 volumes? Wow! There's a potential cost savings. Those are important figures to know. 30% to 50% of Harvard, UCLA, UCB, and Columbia's collections are off-site. No evidence of adverse effects on scholarship. That's 70 million books. We need to get beyond having stuff on our shelves.

Shifting Resources

We need to shift resources to providing access to unique local collections. From a director's perspective, if I'm presented with no metadata versus bad metadata, I'm sorry, but I would choose no metadata. If I've got stuff in my special collections that are totally inaccessible, I want somebody to provide access to it. I don't care if it's bad access, it's still access. Availability versus invisibility? I want availability. So, if you're in technical services and you're still doing print-oriented tasks, I want you to work on this instead: creating some metadata that is going to be accessible.

Moving from the Local to the Network Level in Collaborations, Metadata, and Resource Sharing

If you don't know about the next generation technical services and initiatives in the UC system, you need to know about it (see <http://libraries.universityofcalifornia.edu/about/uls/ngts/>). They are having to make dramatic changes. Now, the UC system has always been on the forefront in librarianship in terms of advancement, but now they have no choice because they have no money. Now we have 10 campuses with 10 redundant technical services, collection development, and reference departments; there is no way we can survive in the next five years. In fact, there has been a study done by the UC system that shows in the next five years, \$56 million will be taken away from the UC system libraries. That means three of the 10 campuses would have to shut down. In that kind of an environment, dramatic change has to take place, and that is what's going on.

Move towards Open Access in Scholarly Communication

If you're not familiar in the concepts behind scholarly communication and open access, you should be. The fact is, and I think we all know this but I think we need to talk about it more, that the current publishing model is unsustainable. We give away our research for free to commercial publishers, and buy it back at exorbitant prices. Now the U.S. government is starting to address this with the NSF and the NIH initiatives. Taxpayers, also, are now saying, "We are paying for this research to be done but we can't get access to it." So we are getting into this whole concept of open repositories and institutional repositories, but we need to start talking about digital preservation, long-term preservation, of these objects. Also, everybody in libraries needs to understand about author rights and copyright. Don't just give that to your Library Dean or your reference departments; we all need to understand those issues, because once that piece of paper is signed by a faculty member we do not have any power whatsoever. So, we need to help inform and educate not only ourselves, but our faculty.

Web and Library 3.0, Mobile Devices, Media Literacy

One thing I've said before: It's not so much information literacy anymore, it's *media literacy*. Just because you've got in iPad, iPod or an Android, it doesn't mean you know how to use it right. It doesn't mean you know the power of those devices. We need to shift away from information literacy to media literacy because that is what we all need. We all need help understanding the power of the devices in our hands. So think about that about how we can do that.

3-D Information Visualization

This is been out there for 15 years. Our users have been playing these videogames with people all across the world for 15 years, and how do we offer up information? In boring 1-D text. That's why people aren't coming to us; we're not talking to them in their language. The Theban Mapping Project (<http://www.thebanmappingproject.com/>) is a very interesting 3-D representation of the Valley of the Kings in Egypt. It takes you right down into the Valley of the Kings, it documents all of the tombs and all of the archaeology. You can click on any of the

tombs, then it brings them up and at the bottom of the page is what is called 3-D Tomb. They will give you a nice 3-D view of what is found in this tomb. It's free up on the web; let your professors know about this. If you can go through this tomb, and you can go through it in 3-D, why would I want to go to a book to learn about this stuff? Professors should be using this in the classroom, and we should be showing these types of things to them.

Assessment

I'm sure we're tired of this word, but this is how we justify what we are. We really have to assess everything that we are doing, in every way possible. If you're not doing that in your library you need to be doing it. This is from a library administrator's viewpoint; these are all the balls that we have to be juggling constantly.

Cut to the Chase

So this is where you're going to start getting uncomfortable. Technical Services have been the microcosm for, and libraries have been the macrocosm for, bad PR and no marketing. Our world thrives on marketing. We're doing none of it. We haven't for a long time. Why? We think that just because we exist that's okay because people understand our intrinsic value. Well, if that's so, why are we where we're at? It doesn't work anymore. We have to get out there and show people what we do. The recent OCLC report debunks the 80/20 myth that 80% of what we buy is checked out and takes up 20% of use; it's actually 6.5%. We are buying a lot of stuff that nobody's using. That's the fact. ARL statistics showed a 50 to 60% decline in reference transactions since 1995. In a 1998 survey of 100 ARL respondents, 15% of printed volumes, 27% of manuscripts, 35% of audiovisual collections, and 71% of born digital materials held in special collections were unprocessed or uncataloged. In 2009 they did the same thing and it showed no progress. No progress in 11 years, and the situation may even have worsened. This is something that we need to address. These are our collections that nobody has access to. Why are they sitting there? Why are we paying money for them to sit there? Why do we buy them in the first place?

Three Main Issues for Today's Library Administrators

1. The costs involved in maintaining/updating/researching bibliographic records, licensing costs (OCLC, vendor utility), personnel (salaries + benefits), and redundant work for "local" practices in the print environment is no longer sustainable (the status quo).
2. Users no longer think of the library and the OPEC is the first option for obtaining information; we are usually the last option, if an option at all.
3. If (and when) the current economic crisis goes away, staffing within libraries will never go back to what they were.

Those are the big issues, and because these are issues for administrators that means they're issues for you. How are we going to address them? See the following articles for more:

- Eden, Bradford Lee. "We can't wait any longer: managing long-term employees and organizational change." *The psychology of librarianship*. Routledge 2012.
- Eden, Bradford Lee. "The new user environment: the end of technical services?" *Information Technology and Libraries* (June 2010).
- Recent special issue of *Cataloging & Classification Quarterly* (v. 48, no. 6/7, 2010) titled *21st Century Metadata Operations: Challenges, Opportunities, Directions* (book with same title and content just published by Routledge, 2011)
- Eden, Bradford Lee. "Ending the Status Quo." *American Libraries*; Mar 2008 (39:3) pg. 38.
- Eden, Bradford Lee. *Information Organization Future for Libraries (Library technology reports, vol. 43, no. 6, November/December 2007)*.
- See "Reinventing the OPAC" section of this document for many papers/presentations on new roles for technical services staff.
- For a good overview of this topic, see the plethora of articles in *Computers in Libraries*, v. 27, no. 9 (October 2007) titled *21st-Century Library Systems*.

- <http://www.slideshare.net/smartbroad/crisis-or-opportunity-cataloging-catalogers-rda-and-change>
(Diane Hillman presentation)

So Let Me REALLY Push Your Buttons

This is where you're going to start squirming in your seats. How many of you still do copy cataloging? How many of you still pay a vendor to display your data in a proprietary system? Stop! Stop! Stop! And shame on all of us!

- See NETSL presentation at <http://www.nelib.org/Resources/Documents/NETSL/EdenKeynoteNETSL2011.pdf>; library directors: a call to arms. Where are you in all this? There is no reason why the majority of libraries should still be devoting staff resources, time, benefits to do local manipulation/review of hundreds of other library staffs' descriptions of English language purchased print materials. Period. Library directors: if your AUL/Head of Technical Services hasn't done this yet, do it for them. This is what is meant by being a leader. We need our scarce people/resources with their skill sets working in the unique resources/digital environment. Take down/shift whatever walls, fiefdoms, training needs that currently exist; get your tech services staff trained and moved from the print environment into unique resources/Special Collections and into born digital/digitization/your institutional repository work. Just do it!!!
- Sierra/Alma are proprietary clouds; sponsorships/donations to ALA events, receptions, etc.; open source/open platform/open cloud solutions like Koha, OCLC's Web Scale Management Services, Blacklight, OLE. Are you doing your jobs and looking at these? Do you know about these?
- WE are the ones holding ourselves back; WE are the ones stopping forward progress. We do not challenge ourselves, we do not innovate ourselves, and for a profession whose primary responsibility is information, we don't even keep informed ourselves! About transformative, out-of-the-box, truly enlightening developments in technology, in-

formation, social media, and even the presentation of text and learning in different dimensional environments. Our users have been playing, learning, adapting, manipulating in 2D and 3D technologies for over 15 years now; why are libraries still caring about one-dimensional printed text display??!

But this isn't just about technical services...

Reorganization towards the concept of collection services is the new thing now. Staff is being lost through attrition, retirement; many places are starting to put collection and technical services together, the whole process of creation, acquisition, description access, preservation.

Next on the cutting block is going to be reference. Because the statistics prove they're not coming to us. So are we going out to them? Are you going out to them? There isn't any more they can be wrung out of the back room process, I can tell you that. We've done it for 25 years, and they're just isn't any more, and in fact, in this digital environment, we need the back room people because they are the ones who know how to describe information. So we need those people now. I'm not willing to get rid of any more of them. We need to be risk takers, not risk adverse or even risk thinkers, in order to remain viable and not become obsolete in this new information environment.

Martha Hruska, who's AUL at University of California San Diego, just wrote an article called *Is It the Next Generation Yet? (Technicalities v. 31, no. 4, July/August 2011)* And in it she says, "But as the discussing and rethinking go on, we continue to talk too much among ourselves and not enough with all the other players in the extended networked environment beyond libraries. While we talk among ourselves, the world moves on, users move on, and by now we are not exactly a new generation anymore... Time to Walk the Talk... (she gives examples of doing that) and we need to start now."

Redefining the Academic Library Report

It was published by the University Leadership Council in 2011, and is found online at

<http://www.educationadvisoryboard.com/pdf/23634-EAB-Redefining-the-Academic-Library.pdf>. "The

University Leadership Council provides provosts and academic administrators with expert advice and innovative strategies and practices—tested and proven to work by their peers at other universities across the country—for tackling their most pressing issues. Rather than reinventing the wheel, our members benefit from the learning of thousands of other universities facing the same challenges." This is written for provosts and academic administrators. It talks about transformational change in information landscape, and managing the migration to the digital information services. This is a very interesting report, and I encourage you to read this. Here is an interesting article called *High Profits for Commercial Publishers or Jobs for Academics: For-profit scholarly publishers are enjoying these gifts of ours [journal articles and peer-reviewing services freely given away]*. Commercial publishers are involved in publishing about half of the world's scholarly peer-reviewed journals. The profits, at least for the largest commercial publishers, are enormous and out of touch with the reality of academia. I am sure that we are all too familiar with the financial realities of academia today. If you look at the website of the American Association of University Professors, you will see prominently posted a list of "Financial Crisis FAQs", which state that the current challenging financial situation is being used to justify a number of measures that impact on academics, including "hiring and salary freezes, furloughs, salary cuts, layoffs, nonrenewals, reduction and elimination of academic programs and colleges, revision of curricula, changes in academic policy, elimination of tenure, substantial changes in workload, and more". In 2010, the UK announced that it would eliminate funding for humanities and social sciences teaching altogether, leaving the entire burden of education in these areas on the shoulders of students. I study at Simon Fraser University in Canada, where a couple of years ago we axed the Canadian Studies department.

The for-profit scholarly publishing sector is not at all sharing in this misfortune. The largest companies—Reed Elsevier, Springer, Wiley, informa.plc (also known as Taylor & Francis), all reported profits in the range of 30-40% in their latest financial statements. Wiley reported a 13% growth in profits over last year at this time, for a 42% profit level. To picture just how high this profit level is, compare this

with what you are likely seeing in your personal investments. A bank's interest on your savings account is probably a lot closer to .0036% than to 36%, the profit rate that Elsevier recently posted. This is an inelastic market. It doesn't matter if many of the people who are doing the largest share of the work – doing the research, writing up the results, doing the peer review – are losing some of their jobs and bits of their salaries, or if the universities that are, by far, the major part of the customer base for these companies are facing extremely challenging financial times. These things don't impact the bottom line, at all. Another way to express this is that for these for-profit companies, their CEOs and their shareholders – to whom we give our life's work – it fundamentally does not matter whether we have work to live.

That's what we're paying them, people, for our free research and then buying it back. That needs to stop. It just needs to stop. So, how do we think and act like an informed library agathis employee i.e. a library administrator? Some of you are going to say, "You know what, I am not paid enough to think like my library director. That is too much." And you know what I'm going to tell? I'm just going to tell you to get over it. Because we are all a team and if we don't work as a team we are all going to sink with the boat. All of us. It doesn't matter what your salary is. So become informed. Become empowered. That's what we need to be doing.

So, here's how we need to think. This is from "Ahead of the Storm: Research Libraries and the Future of the Research University" (<http://publications.arl.org/rli276/2>)

1. Understand the mission, distinctive strengths, and vulnerabilities of your organization and the programs you lead within them.
2. Develop goals and targets to build on and sustain these distinctive strengths and to overcome or reshape vulnerabilities.
3. Benchmark your progress and strategies against peers; locally, nationally, and internationally. Increasingly, to have an impact locally, to forge a distinctive contribution and reputation, depends on national and international profile, relevance, and quality.

4. Understand, value, and develop your talent. There is no substitute.
5. Network to create share value, to gain knowledge and experience.
6. Don't play it safe. This fosters mediocrity, which, in a competitive environment, leads to decay. Leave plenty of room to take risks.

You know for us library directors, when we get a flat budget we already know what that means, right? That's a decrease in our library budget because of inflation. It's the same thing with playing it safe. When we play it safe we lose competitive advantage. It results in mediocrity because all's we do is sit and keep the status quo going, and that needs to stop.

From "Taking Stock and Making Hay: Archival Collections Assessment" Merrilee Proffitt (OCLC, July 2011 report) <http://www.oclc.org/research/publications/library/2011/2011-07r.htm>

"In a world that is increasingly shaped by the view that 'if it isn't online it doesn't exist,' digitization of special collections material is – or should be – at or near the top of our priority list."

Things to Stop Doing

From the recent Next-Generation Technical Services UC Initiative (September 2010):

- Stop checking in print serials; but one campus should track carefully to ensure receipt for UC. This speaks to a centralized model for serials (see Rick Anderson's recent writings).
- Stop binding print journals.
- More centralized serials record maintenance (both the record and the process); too much redundancy in serials work across the campuses.
- Stop local customization of bibliographic records (catalog at the network level).
- Stop having SCP distribute bibliographic records for downloading into local OPACs.
- Stop having the concept of full records for everything. Need a more trimmed-down, "good enough" record standard.
- Stop having separate local ILSs and rely on NGM as the UC Libraries union catalog.

Things We SHOULD Be Doing

- Spending more time on collections that are currently uncataloged, undescribed, and have little to no bibliographic access whatsoever: special collections, digitization and digital projects, data sets, etc.
- Share responsibility across UC for eliminating cataloging backlogs.
- Redeployment/retooling of scarce human resources, especially technical services staff, away from description/organization of print, to description/organization of digital/unique resources. Training in and assistance with digitization and digital projects scanning would also be appropriate at many campuses. The implementation of a “good enough” bibliographic record standard for all resources is critical to this redeployment of personnel.
- Doing all bibliographic work at the network rather than the local level.
- Considering the life cycle of all resources and formats, from research to creation to access to preservation.

The NextGen Library Staffer

This was taken from the Librarian Association of the University of California (LAUC) report to the LAUC Committee on Professional Governance. This is their report and they've got all of the major areas that librarians have responsibility in and they've broken it down into what they consider to be next gen talents.

Technical Services is broken down into four areas, which I think are fantastic. One is called “Increased Management Responsibilities.” So we've got project managers, we've got product managers; there is a term that is used in the business that we don't use, product managers. Knowledge Managers of a multi-generational environment, creators of a peer to peer technical support knowledge base. We're really getting into the nitty-gritty here, but this is what they see as technical services doing in the future. So the second: technical services evolving into collection services. Curatorial role, grant writing, knowledge of encoding standards, etc. But the third one, I think, is great. Whoever thought technical services would be Bridge Builders? Bridge builders who can inspire buy-in from stakeholders and find

meaningful ways to leverage and transition legacy skill sets of current generation librarians into needs and strategic priorities of the next generation librarians. Bridge builders—that's what we need to be. And then look at number four: Global Thinkers. Wow. Whoever thought that when we went into the back room area that we would be bridge builders and global thinkers? That's what we need to be for the future.

And then look at this whole professional government's organizational culture. This is this librarians and library staff. We need to be aware of our surroundings not only locally but institutionally and globally. We all need to be informed just like our library administrators are informed. So David Lankes gave a recent presentation called *Killing Librarianship*. He says that what will kill our profession is not e-books, Amazon or Google, but the lack of imagination.

So Karen Coyle just gave an address at the LITA Forum October 1

(<http://kcoyle.net/presentations/lita2011.html>).

“We've got to move beyond the catalog. It is not longer an end in itself, and it is no longer a primary user service. Yes, we need the metadata that describes our holdings and our licensed resources, but this inventory isn't for our users but is fodder for services that will be used in a larger information environment. It needs to be like the OpenURL server database that sits between information resources on the network and the library user. This also means that FRBR and RDA will have to evolve. The catalog that they address, that they create, is no longer serving our users. Our data needs to focus on making connections outside of the library that will bring library resources to users as they interact with the world of information. Those connections can't be limited to connecting to the names of authors and titles, or to works and manifestations, but absolutely have to have a knowledge organization component. In fact, our main emphasis should be on knowledge organization, quite the opposite of where we are today.”

What it all comes down to...

...is this: not what you your library holds or can access, and everybody else in the world already has, but what you have that is unique, distinctive, sets

you apart from everyone else in this new information environment. And for most of us that is our special collections archives. So what are you doing about it?

Part 2: Moving in a new direction...

I'm going to move in a new direction now. I want to get away from what we need to do, know, plan, and change, to how we should be reacting, feeling, taking charge, and emotionally directing our response to all of this at the individual level. This is something that we do not talk about in librarianship, either. Because the bigger picture is beyond our jobs, but it all comes down to our attitudes and our perception. When push comes to shove, it is your perception of all of this that is the reality. So it doesn't matter whether it's right or wrong; if it's your perception, it's your reality.

Maintaining a Sense of Perspective

There is an excellent newsletter out there called *The Self-Improvement Newsletter* (<http://www.selfgrowth.com/selfimprovementnewsletters.html>) which you can subscribe to. It comes in your e-mail once a week, and I have just got some really great stuff here. One article is called "How to Lose It and Never Miss a Beat." This guy talks about losing his house in a fire, and what he says is to take 100% responsibility for your life. At the end of the day, it doesn't matter whose fault it is. What are you going to do about it? Abdicating responsibility doesn't get you off the hook for making something happen. Instead, it renders you powerless and a victim.

Get clear about what you want. Just like ancient mariners used the compass to maintain direction during storms, your clearly defined objectives point the way forward when all hell breaks loose. You can steer yourself to clear waters instead of getting dashed against the rocks.

Purposely look for opportunities. To build your unshakable mindset, you'll need a little practice. When you are clear about what you want, consciously look for ways to get closer. Soon enough, you'll retrain your brain to show you the best path through. Pay attention to your dominant emotions. When life strikes, are you drawn to finding blame or to correcting your course? I don't mean for anyone to

ignore the emotions that pull us back, but don't give them all of your power. Grieve, mourn, and get angry, but then bring your emotional awareness back to possibility.

An alternative to taking conscious control of your mindset is to allow the world at-large to shape it for you. *Any takers?* Ok then, make the decision now, that you are in control of your life and events will no longer kick the chair out from under you. Soon, your mind will begin to do the sifting and sorting for you, leaving you free to act on the new opportunities that you never knew were there before.

Here's another one: "Want Real World Change? Stop Complaining" (August 2011)

If you really want to change your life and help build a better world for yourself and others, you might want to consider this little piece of advice: stop complaining. You don't have to travel far these days to come across this crippling habit—there is plenty of people fussing about the government, banks, large corporations and how they're bilking us out of every dollar we have.

You'll hear these conversations almost daily and the theme is usually the same: They 'done me wrong' and they need to fix it. It's true that the short-term payoff for this type of conversation is rich. We get some attention, feel engaged, connected and, at times, even powerful. We also get to enjoy that delicious feeling of being right.

Just like eating fast food every day, the long-term cost of participating in such conversations eventually outweighs the perceived short-term benefits. We unconsciously create a feeling of despair and hopelessness.

We also stay trapped in the illusion that by talking about the problem we're somehow contributing to fixing it. The reality is we're just reinforcing it. If we truly want change, we must turn our attention away from the problem and direct it toward the solution. This can be a difficult task, though, if we continue to feel victimized and harbor feelings of resentment and anger.

Our first step, while a challenging one, is to acknowledge that we have in some way contributed

to the results we complain about. We have the power to uncreate this mess or even better, create something entirely new. Our feelings of hopelessness and despair will turn into feelings of empowerment and strength. We are no longer helpless victims of the system. In order to create that kind of positive change, we must first be willing to be accountable to ourselves and each other. Only then can we proactively change the conditions we used to complain about.

4 Emotions that can Lead to Life Change - By Jim Rohn (October 24, 2011)

Emotions are the most powerful forces inside us. Under the power of emotions, human beings can perform the most heroic (as well as barbaric) acts. To a great degree, civilization itself can be defined as the intelligent channeling of human emotion. Emotions are fuel and the mind is the pilot, which together propel the ship of civilized progress. Which emotions cause people to act? There are four basic ones; each, or a combination of several, can trigger the most incredible activity. The day that you allow these emotions to fuel your desire is the day you'll turn your life around.

1) DISGUST

One does not usually equate the word "disgust" with positive action. And yet properly channeled, disgust can change a person's life. The person who feels disgusted has reached a point of no return. He or she is ready to throw down the gauntlet at life and say, "I've had it!" That's what I said after many humiliating experiences at age 25, I said, "I don't want to live like this anymore. I've had it with being broke. I've had it with being embarrassed, and I've had it with lying." Yes, productive feelings of disgust come when a person says, "Enough is enough." The "guy" has finally had it with mediocrity. He's had it with those awful sick feelings of fear, pain and humiliation. He then decides he is not going to live like this anymore." Look out! This could be the day that turns a life around. Call it what you will, the "I've had it" day, the "never again" day, the "enough's enough" day. Whatever you call it, it's powerful! There is nothing so life-changing as gut-wrenching disgust!

2) DECISION

Most of us need to be pushed to the wall to make

decisions. And once we reach this point, we have to deal with the conflicting emotions that come with making them. We have reached a fork in the road. Now this fork can be a two-prong, three-prong, or even a four-prong fork. No wonder that decision-making can create knots in stomachs, keep us awake in the middle of the night, or make us break out in a cold sweat.

Making life-changing decisions can be likened to internal civil war. Conflicting armies of emotions, each with its own arsenal of reasons, battle each other for supremacy of our minds. And our resulting decisions, whether bold or timid, well thought out or impulsive, can either set the course of action or blind it. I don't have much advice to give you about decision-making except this: Whatever you do, don't camp at the fork in the road. Decide. It's far better to make a wrong decision than to not make one at all. Each of us must confront our emotional turmoil and sort out our feelings.

3) DESIRE

How does one gain desire? I don't think I can answer this directly because there are many ways. But I do know two things about desire:

- a. It comes from the inside not the outside.
- b. It can be triggered by outside forces.

Almost anything can trigger desire. It's a matter of timing as much as preparation. It might be a song that tugs at the heart. It might be a memorable sermon. It might be a movie, a conversation with a friend, a confrontation with the enemy, or a bitter experience.

Even a book or an article such as this one can trigger the inner mechanism that will make some people say, "I want it now!"

Therefore, while searching for your "hot button" of pure, raw desire, welcome into your life each positive experience. Don't erect a wall to protect you from experiencing life. The same wall that keeps out your disappointment also keeps out the sunlight of enriching experiences. So let life touch you. The next touch could be the one that turns your life around.

4) RESOLVE

Resolve says, "I will." These two words are among the most potent in the English language. I WILL. Benjamin Disraeli, the great British statesman, once said, "Nothing can resist a human will that will stake even its existence on the extent of its purpose." In other words, when someone resolves to "do or die," nothing can stop him.

The mountain climber says, "I will climb the mountain. They've told me it's too high, it's too far, it's too steep, it's too rocky, it's too difficult. But it's my mountain. I will climb it. You'll soon see me waving from the top or you'll never see me, because unless I reach the peak, I'm not coming back." Who can argue with such resolve?

When confronted with such iron-will determination, I can see Time, Fate and Circumstance calling a hasty conference and deciding, "We might as well let him have his dream. He's said he's going to get there or die trying."

The best definition for "resolve" I've ever heard came from a schoolgirl in Foster City, California. As is my custom, I was lecturing about success to a group of bright kids at a junior high school. I asked, "Who can tell me what "resolve" means?" Several hands went up, and I did get some pretty good definitions. But the last was the best. A shy girl from the back of the room got up and said with quiet intensity, "I think resolve means promising yourself you will never give up." That's it! That's the best definition I've ever heard: PROMISE YOURSELF YOU'LL NEVER GIVE UP.

Think about it! How long should a baby try to learn how to walk? How long would you give the average baby before you say, "That's it, you've had your chance"? You say that's crazy? Of course it is. Any mother would say, "My baby is going to keep trying until he learns how to walk!" No wonder everyone walks eventually.

There is a vital lesson in this. Ask yourself, "How long am I going to work to make my dreams come true?" I suggest you answer, "As long as it takes." That's what these four emotions are all about.

Top 10 traits of highly successful people:

1. They work hard.
2. They are incredibly curious and eager to learn.
3. They network.
4. They work on themselves and never quit.
5. They are extraordinarily creative.
6. They are self-reliant and take responsibility.
7. They are usually relaxed and keep their perspective.
8. They live in the present moment. How many of us do that?
9. They look over the horizon to see the future.
10. They respond instantly

Six skills you can't live without:

1. Intrinsic motivation
2. Initiating
3. Risk taking
4. Pursuit of competence
5. Attention directing and absorption
6. Going for the experience

This is important in this day and age, and there is a great new book out which I hope everybody here reads, not just library directors. It's called *The Challenge of Library Management*, but I like the subtitle. It's called *Leading with Emotional Engagement*. Because that is when it comes down to now. It should have been this way all along, but when we have less staff that we need to deal with, then we have to deal with those staff with emotional engagement. You know change isn't just about doing it, it's also about changing people's perceptions. It is also about helping people to change. But when it comes down to it, I as the library manager can only do so much because a lot of the burden- I can't make you change only you can make yourself change.

Conclusion

So I'm going to leave you with some little quotes, some of which I have used throughout my life. There is a Buddhist quote that says "Lean into your discomfort." I've used this quote throughout my life, because when something feels uncomfortable it usually means it's going to change you. So if you are uncomfortable with something that's going on with your life, don't run from it; lean into it and see what happens. You might be surprised.

“Work to live.” Not the other way around. I hope there are people in here who will are not living to work because I certainly am not.

“Always leave enough time in your life to do something that makes you happy, satisfied, even joyous. That has more of an effect on economic well-being than any other single factor.” (Paul Hawken)

“I used to think that my success was based on 95% processes and techniques and about 5% of my mindset. As I have moved through life I have found that this formula was all wrong. 95% of your success is based on your mindset and your attitude and only 5% on learning processes and techniques.” And I can tell you as a library manager that is so true, because I can do anything with an employee who wants to move in a new direction. Anything. I can give them the training, I can change their skill set, and I'm willing to invest in that person because they want to change.

“When you are interested you do what is convenient. When you're committed you do whatever is necessary.” And then there's this wonderful quote that came out when I was sitting in the *Engineers Without Borders* presentation at my new job just last month and I thought “that is absolutely right.” “Your life is more important than your work, and your work is more important than your job.” People, it's just a job. It's just a job. Don't get wrapped up into it. Please adapt and change.

Library administrators, in these tough budget times, are looking for staff members who maintain a positive attitude towards change and life who are willing to grow and learn both professionally and personally to work outside of their comfort zone and outside the box when it comes to helping the library fulfill its mission and goals. Will you be one of these? I hope so. Thank you very much.