Library Management in Disruptive Times:

Skill and Knowledge for an Uncertain Future

Steve O’Connor
Adjunct Professor
Charles Sturt University
A view from my recent City


A view from my home.................

...my flooded home
Imagine Your Library’s Future
Scenario planning for libraries and information organisations

LIBRARY MANAGEMENT IN DISRUPTIVE TIMES
Skills and knowledge for an uncertain future

EDITED BY STEVE O’CONNOR

Steve O’Connor  Information Exponential Consultancy
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REPOSITORIES FOR PRINT

STRATEGIES FOR ACCESS, PRESERVATION AND DEMOCRACY
Now published in Chinese
Imagine Your Library's Future
Scenario planning for libraries and information organisations

想象图书馆的未来: 图书馆与信息机构情境规划

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“Nearly half the jobs in [our marketplaces] are at high risk of ‘digital disruption’ in the next 20 years....”
Future User?
“65% of children entering primary school today will end up working in roles that don’t yet exist....”
Future Librarian?
“..........Yet education is increasingly an expensive choice with uncertain outcomes”
Disruption
Disrupted models

• IBM Mainframe disrupted by Personal Computer, now iPad/Tablet
• Diaries, Contacts, cameras disrupted by Mobile phone
• Kodak industries disrupted by Digital technologies
• Bookshops disrupted by Amazon, Book Depository
• Hotels disrupted by Airbnb
• Taxis disrupted by Uber
Extinction Timeline Summary

2018 Libraries, Blackberries, Video rental stores, Post Offices

2020 Copyright

2025 Desktop Computers, Spelling, Blogging, Twitter (in 140 /260 words or less)

Richard Watson

**Content form will differ**

**Thailand will be different**
Copyright

• Replacement with Creative Commons Licenses
• Creation of an Open Access environment
• Libraries Publishing and making content available in Institutional Repositories
• Not overnight change but....

A Real Opportunity
Imagine......
Penguin ditches degree requirement for job applicants

Publisher's attempt to open employment opportunities to more diverse range of candidates follows similar step by Ernst & Young

Also Price Waterhouse
Also Investment Banks
What about our Profession?

Penguin's HR director, Neil Morrison, says he wants to make publishing far more inclusive. Photograph: PA
Some ideas for thought

• Millennials are becoming the dominant Generation
• ‘Library’ is the most TRUSTED brand
• Library Leadership is being immersed in GLAM
• Publishers are themselves facing disruption
• Disruption is moving through Library architectures
Stuck in Analog?
Five Principles of Disruption

1. Companies depend on customers and investors for resources

2. Small markets do not solve growth needs of large companies

3. Markets that do not exist cannot be analysed
Five Principles of Disruption

1. Companies depend on customers and investors for resources
Five Principles .......

4. Organisation’s capabilities define its disabilities

5. Technology supply may not equal market demand
Five Principles .......

4. Organisation’s capabilities define its disabilities
Business Models
Traditional Library Business Model

USER as AUTHOR

USER as READER

LIBRARIAN as FUNDER

PUBLISHER
Traditional Library Business Model

USER as AUTHOR

Intellectual Property Rights

USER as READER

PUBLISHER

LIBRARIAN as FUNDER
Traditional Library Business Model

USER as AUTHOR

Intellectual Property Rights

USER as READER

PUBLISHER

LIBRARIAN as FUNDER

$$$

Steve O'Connor, Information Exponential Consultancy
Future Library Business Model

USER as AUTHOR

USER as READER

LIBRARIAN as FUNDER

PUBLISHER
Future Library Business Model

USER as AUTHOR

USER as READER

LIBRARIAN as FUNDER

As Publisher

PUBLISHER
Future Library Business

Model (s) ??

USER as AUTHOR

USER as READER

LIBRARIAN as FUNDER

PUBLISHER
What have the Publishers done?

What are the Banks going to do?

What are Airlines doing?

What is happening to Education?

Wei Lai Tushuguan?
As are Airline FF Programs, Real Estate Agents and Banks
‘We Lai Tushuguan’

• We used to be the Archivist in the print era
• Publishers became the Archivists/ re-sellers in the Digital era
• Digital sales are slowing and print is again increasing
• There is a real role of OA and Institutional Repositories
• What about our Users? Our Spaces? Our collections?
Library Business Model

• Traditional Library Business Model is Dead
• Do we cling onto the remnants? If so, what/why?
• So what is our business?
  – what should we do?
  – what value do we add to our customers and institutions?
• What we should do is not necessarily what we think..........
Our Future is actually ....

.... Futures
Which Road forward?
Thinking
Insider or Outsider

• Over time most of us become **Insiders** as we grow in our discipline
• *InnoCentive* illustrates the power of **Outsiders**

• We need to be **Outsiders**
At the Crossroads...
The Future Is Not Linear....

ALTERNATIVE FUTURES

- DECISION POINTS
- SCENARIO PATH
- OPTIONS

NOW
Perception is the reality
“People want what they want when they want it.

They don’t want something else, they don’t want less than they want, and
they certainly don’t want it at some other time.”

*Henry Forsha*
• Creation of Scenario Stories with purpose
• Story-telling appeals to and engages many people
• You do not need only one Future
Thinking
Insider or Outsider

• Over time most of us become **Insiders** as we grow in our discipline

• *InnoCentive* illustrates the power of ** Outsiders **

• We need to be ** Outsiders **
At the Crossroads...
The Future Is Not Linear....

ALTERNATIVE FUTURES

DECISION POINTS

SCENARIO PATH

OPTIONS

NOW
Uncertainty is all about RISK
“People want what they want when they want it.

They don’t want something else, they don’t want less than they want, and

they certainly don’t want it at some other time.”

*Henry Forsha*
Traits of the successful ‘Librarian’

• Curiosity
• Creativity
• Strategic view as an ‘Outsider’
• View as a User
• Imagination
• Persistence
Leadership is everything.

You are that Leader.

Corfu Philharmonic Orchestra
Next Gen Library Leadership Program 2011

Collaborative Convergence

G L A M
The worst fight won

Libraries are free
Thank You
Information Exponentials

Consultancy