

alan manifold

what were once habits are now vices



Kentucky  
Voyager  
Users  
Group  
Meeting

4 June  
2004

# Thanks, Doobies!

the doobie brothers  
what were once vices are now habits



Thanks to the  
Doobie  
Brothers for  
the title and  
graphics for  
this  
presentation

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# Overview

We're talking about change in Libraries, but we're going to start far outside and see if we can work our way back in.

- Determining who benefits from the status quo
- Real vs. imagined differences
- Getting our values on the table
- Differentiating between lamps and light
- When “good” is not enough
- Avoiding brittleness
- Opening up to a different attitude toward change
- Self-empowerment

# White Privilege

“White privilege is like an invisible weightless knapsack of special provisions, maps, passports, codebooks, visas, clothes, tools, and blank checks.”

*Peggy McIntosh, “White Privilege: Unpacking the Invisible Knapsack”*



Once a system is set up, everything in the system tends to perpetuate privilege to those who now have privilege and benefit to those who now benefit.

# Not Yet Convinced? Try These!

- I can if I wish arrange to be in the company of people of my race most of the time.
- If I should need to move, I can be pretty sure of renting or purchasing housing in an area which I can afford and in which I would want to live.
- I can go shopping alone most of the time, pretty well assured that I will not be followed or harassed.
- I can turn on the television or open to the front page of the paper and see people of my race widely represented.
- I can be sure that my children will be given curricular materials that testify to the existence of their race.
- I can be casual about whether or not to listen to another person's voice in a group in which s/he is the only member of his/her race.
- I do not have to educate my children to be aware of systemic racism for their own daily physical protection.

*Source: Peggy McIntosh, "White Privilege: Unpacking the Invisible Knapsack"*

# Propaganda Machine

A great deal of effort and energy goes into convincing all and sundry that the status quo is the best of all possible conditions.

Even the language of “cycles” supports the idea that things will come around again to this condition, so why change?



# Superficial Differences

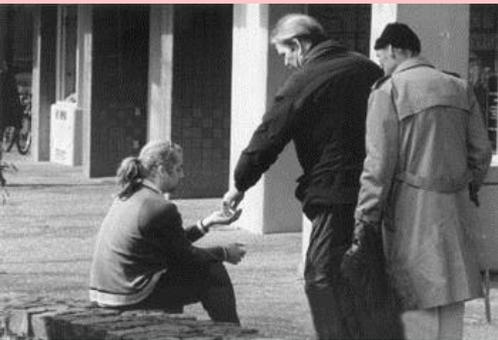


**Black**  
**Male**  
**Rich**  
**Muslim**

**White**  
**Female**  
**Poor**  
**Christian**



Different people look different. They sometimes get treated differently. They may dress differently or even smell different. We know these things, but we believe that these kinds of differences are only superficial, and should not have any effect on how we judge them.



**Librarian**   **Programmer**  
**MLS**   **Support Staff**  
**Cataloger**   **Reference**  
**Sciences**   **Humanities**



# Real Differences



“Top Heavy” by Tyrone Geter

The fact is that different life experiences lead people to different perspectives, different styles, and different values. Different things may benefit them. Beyond the idea of getting along and of benefiting from diversity, we have to realize that our judgment is limited by our experience, and may not be the “gold standard” that we would like to think.

# Values in Conflict

If we agree that for a hotel, price is the most important factor, we can haggle about what prices to include in our consideration. We have solid grounds on which to discuss.

But if you think price is most important and I think location is most important, we can't choose a hotel without first talking about our values.

|    | HOTELS AND AMENITIES  | SINGLE/DBL                        | TRIPLE/QUAD                      |
|----|---|-----------------------------------|----------------------------------|
| 16 | Peabody Orlando Hotel h, ns, f, p, rs, bc, ih 1/8 mile (Co-HQ)    | \$174                             | \$194/\$214                      |
| 23 | Rosen Centre Hotel h, ns, f, p, rs, bc, ih, 1/8 mile (Co-HQ)      | \$163                             | \$183/\$203                      |
| 1  | Amerisuites Convention Center h, ns, f, p, cb, bc, ih, 1/2 mile   | \$89                              | \$89                             |
| 2  | Best Western Plaza International h, ns, p, ih, 3/4 mile           | \$76                              | \$76                             |
| 3  | Courtyard by Marriott Int'l Drive h, ns, f, p, rs, bc, ih, 1 mile | \$119                             | \$119                            |
| 4  | Crowne Plaza Universal h, ns, f, p, rs, bc, ih                    | \$119                             | \$119                            |
| 5  | Doubletree Castle Hotel h, ns, f, p, rs, bc, ih, 1/2 mile         | \$103                             | \$103                            |
| 6  | Embassy Suites Int'l Drive h, ns, f, p, cb, rs, bc, ih, 1/2 mile  | King Suite \$147<br>Dbl Dbl \$157 | KSS\$157/\$167<br>Dbl\$167/\$177 |
| 7  | Embassy Suites Jamaican Court h, ns, f, p, cb, rs, bc, ih, 1 mile | \$149                             | \$159/\$169                      |
| 8  | Fairfield Inn by Marriott h, ns, p, cb, ih, 1 mile                | \$92                              | \$92                             |
| 9  | Hampton Inn Convention Center h, ns, f, p, cb, rs, ih, 1/4 mile   | \$89                              | \$89                             |
| 10 | Hawthorn Suites Orlando h, ns, f, p, cb, rs, ih, 1/2 mile         | 1bedrm suite \$119                | \$119                            |
| 11 | Hilton Garden Inn - Orlando Seaworld h, ns, f, p, rs, bc, ih      | \$89                              | \$99/\$109                       |
| 12 | Hilton Walt Disney World Resort h, ns, f, p, rs, bc, ih           | \$149                             | \$159/\$169                      |
| 13 | Holiday Inn Hotel and Suites h, ns, f, p, rs, bc, ih, 1 mile      | \$99                              | \$99                             |
| 14 | Homewood Suites Int'l Drive h, ns, f, p, rs, bc, ih, 1/2 mile     | \$119                             | \$119                            |
| 15 | JW Marriott Grande Lakes Resort h, ns, f, p, rs, bc, ih           | \$159                             | \$159                            |
| 17 | Quality Inn Plaza h, ns, p, bc, 1/4 mile                          | \$72                              | \$77/\$82                        |
| 18 | Radisson Barcelo Hotel Orlando h, ns, f, p, rs, bc, ih, 1 mile    | Stnd \$89/Dlx \$109               | Stnd \$89/Dlx \$109              |
| 19 | Renaissance Orlando Resort Seaworld h, ns, f, p, rs, bc, ih       | \$145                             | \$165                            |
| 20 | Residence Inn Convention Center h, ns, f, p, cb, ih, 3/4 mile     | \$139                             | \$139                            |
| 21 | Residence Inn SeaWorld h, ns, f, p, cb, bc, ih, 2 mile            | Studio \$119<br>One bdrm \$129    | Studio \$119<br>One bdrm \$129   |
| 22 | Ritz-Carlton Orlando Resort h, ns, f, p, rs, bc, ih               | \$179                             | \$199/\$219                      |
| 24 | Rosen Plaza h, ns, f, p, rs, bc, ih, 1/8 mile                     | \$139                             | \$159/\$179                      |
| 25 | Sheraton World Resort h, ns, f, p, rs, bc, ih, 1/2 mile           | \$145                             | \$165/\$185                      |
| 26 | Sierra Suites h, ns, f, p, cb, ih, 3/4 mile                       | \$129                             | \$129                            |
| 27 | Sleep Inn Westwood h, ns, p, cb, ih, 1/2 mile                     | \$66                              | \$66                             |
| 28 | Spring Hill Suites (Marriott) h, ns, f, p, cb, bc, ih, 3/4 mile   | \$129                             | \$129                            |
| 29 | Travelodge Orlando South h, ns, f, p, cb, rs, ih                  | \$63                              | \$63                             |
| 30 | Wyndham Orlando Resort h, ns, f, p, rs, bc, ih 1 1/2 mile         | \$130                             | \$140/\$150                      |
| 31 | Wyndham Palace Resort and Spa h, ns, f, p, rs, bc, ih             | \$149                             | \$169/\$189                      |

# Discussing Values

Until you agree on values, agreement about other issues is just a matter of luck. If the cheapest hotel happens to be the closest, you're in luck. If not, a collective decision is impossible without resolving the values question first.



When we discuss values, that's when higher values come out. We may find that we value unity, love, compassion, equity and fairness over cost, efficiency, control or other values.

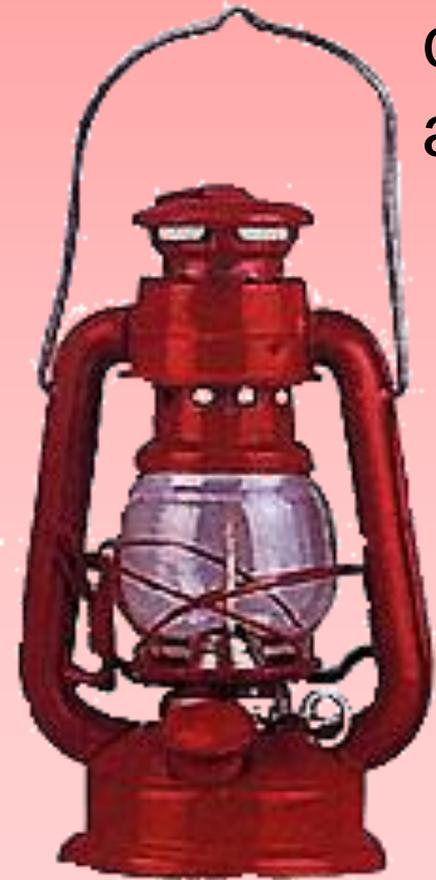
# We've Got To Talk

When people aren't even willing to talk about their values, it is because they are clinging to a form, rather than a value.



Continuing to do something after it stops making sense is like using a battery after it's dead, or relying on a lamp rather than on the light it gives.

Conservatism is a practice, not a value.



# Good vs. Good

Good vs. evil is kid stuff. We all know what side we're on in that battle. The tough battles are good vs. good.



When resources are limited, perfection is not an option, even though perfection is better.

# Constant Renewal

The screenshot shows the Voyager Circulation software interface. The main window is titled "Item Record" and displays the following information:

- Title:** Your Life
- Item Status:** Renewed
- Location:** Undergrad
- Item Type:** Core Item
- Barcode:** 316505430
- Copy:** 0

The "Item Status" field is highlighted with a red box, and a red arrow points from it to a callout box on the right. Another red arrow points from the "Your Life" title to another callout box on the right.

Below the item record, there are tabs for "Bib Brief", "Holdings", "Item/Holdings", "Item Details", and "Item History". The "Bib Brief" tab is selected, showing the following fields:

- Author:
- Edition:
- Publisher:
- Pub. No.:
- ISSN:
- ISBN:
- Owning Library:
- Place/Date:
- Series:
- System No.:
- LCCN:

Title  
Your Life

Item Status  
Renewed

Everything can stand to be renewed from time to time. If you wait too long, it may be too late.

# Brittle and Heavy Don't Mix

As systems get older, they get more brittle. Their original flexibility is lost as things in the environment change and as the most-used parts of the system move forward.

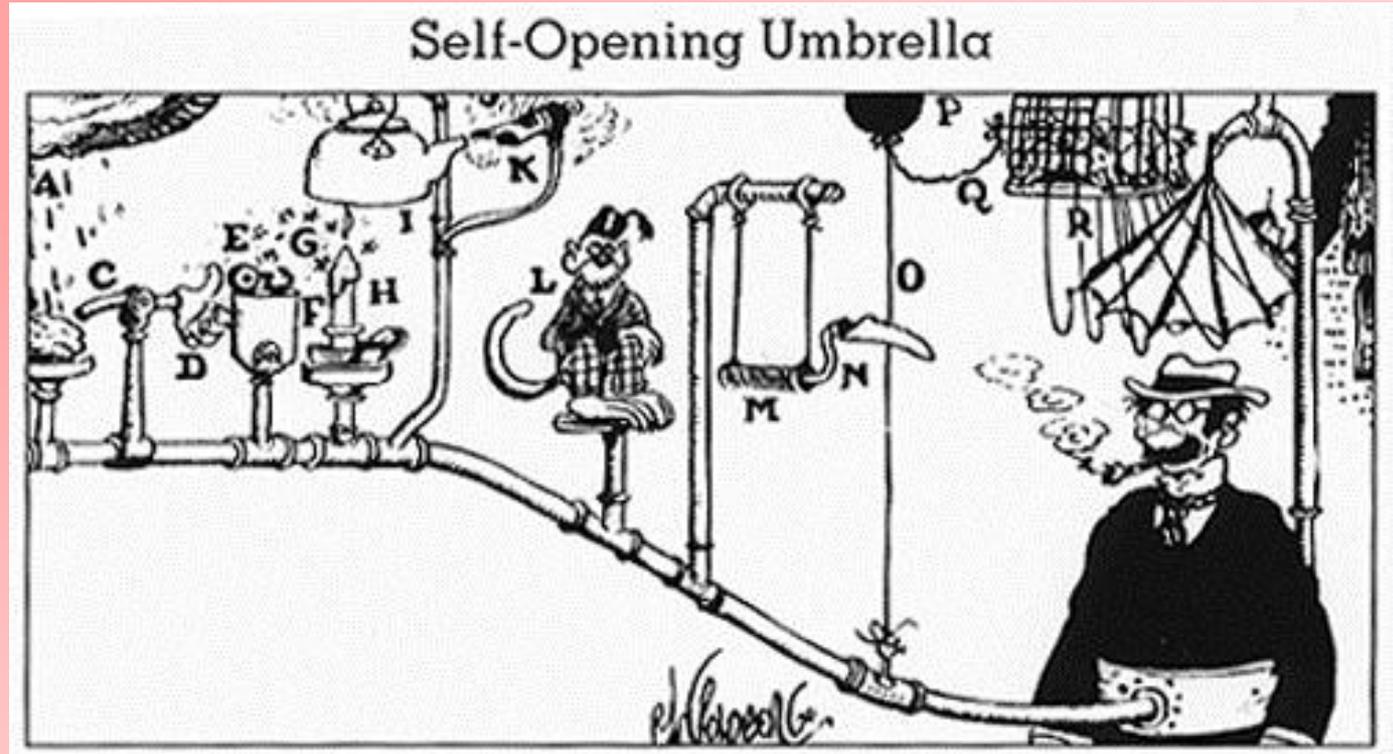


There are always exceptions. Each exception to a system adds to the weight that bears down on the system. With enough exceptions, any system will break.

# Avoiding Brittle Systems

You can't rethink your workflow every time you get a book to order,

receive or catalog. But you should use every exception as a trigger to take at least a quick look at your processes to make sure they still match reality. Periodical small changes can keep a system flexible.



# Change is Inevitable

Old systems get brittle and break. New systems, new technologies, new exceptions and new people come along. Some of these changes will disrupt our routine and keep us from getting comfortable.



# Making Change Routine

We need to change our routine to routinize change.  
We need to change our way of thinking about change.



Old wisdom:

~~**If it ain't broke,  
don't fix it!**~~

New wisdom:

**If it ain't broke yet,  
it will be soon!  
FIX IT NOW!**

# Ho-Hum, So What?



We've all heard this advice before, and it's boring. Things are changing so fast we don't have time to keep up, let alone to be proactive about change.

**Besides,  
That's what we pay Directors for!**

# Time For Some Review

- The primary job of those at the top is to perpetuate the system that put them at the top.
- Systems benefit different people and different groups differently.
- There can be vast differences between different people's perceptions, needs and values.
- Different values lead to different choices.

A system that robs Peter to pay Paul  
will always have Paul's support

# Pushing for Our Values



This is not about malice, corruption, power-seeking, oppression, sadism, discrimination, selfishness, or narrow-mindedness. It is about differences in values and perspectives, leading to different outcomes.

If there is an outcome we want, we need to push for it, because we're the ones to whom it matters.

# What Were Once Habits...

Many of our workflows were developed for conditions that no longer prevail. They may have been well-considered and perfectly tailored to the situation, or they may have been haphazard and sloppy even then.

Now, they're just habitual. We follow them because that's the way we do things.



# ...Are Now Vices

Once our habits cease to meet our present needs, they become obstacles. We need to adjust our attitudes and our processes to make sure that never happens. Nobody can do it as well as we can, because we're the ones who know the most about how our jobs work.

