



Today's ROI: Resetting the Conversation

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What's an entrepreneur?

A person with the capacity and willingness to **develop, organize and manage** a business venture, and **manage risks**, in order to make a profit



What's an INTRApreneur?

A person with the capacity and willingness to **develop, organize and manage** a business venture, and **manage risks** ~~in order to make a profit~~



INTRApreneurs:

Develop – ID new opportunities

Organize – ID stakeholders, leverage resources

Manage – agile always-learning staff

Manage risks – live outside your comfort zone



Running your library as an intrapreneur



Always think bigger

**Look for ways to partner & collaborate, not just
“serve”**

Be known for playing well with others

Seek out opportunities for change

“How could we make this better?”



Scare yourself regularly

Live at the edge of your comfort zone

Learn to live with 15% more risk

Fail fast, learn fast

Become comfortable with failing

Learn from every experience



Are you frictionless?

Is the library easy to find, in your users' workflow contexts?

How easy is it to find and *talk* with a librarian?

How responsive do your patrons say you are?

Have you asked them lately?



Build the necessary staff skill sets

**Get relevant certificates & "micro-degrees" from
LinkedIn Learning, EdX, Coursera, etc.**

What areas does the library need skills in?

What would make the library more valuable?

**Project management? API development? Semantic
enrichment? etc.**



Managing up

Try out your boss's point of view

Focus on outcome, not just operations

Make it easy to say "Yes"

Don't be afraid of "No"

Discern what's **No** and what's just **I don't know, Not now, or Give me a reason to say yes**



Talking about ROI in new ways



Key takeaways from ROI white paper*

It's not about doing more with less, it's about doing something more valuable

Make information discoverable, not just accessible

Take a proactive approach to justifying content spend

***tiny.cc/library-walls**



Doing something more valuable

"Our vision is to address the world's most critical problems with science. How do you measure that?!?"

Use bibliometric tools to ID impact of published authors within the org

Highlight authors' collaborations w/ other orgs



Making info more discoverable

"We're the central connecting point for groups that otherwise get siloed. That makes our ROI tangible."

Bring together dataset users across your org

Support new ways to collaborate

Ask them to help articulate the value of that dataset



Making info more discoverable

Info pros take an institutional look at spending

We manage *our* department budget

We evaluate *org-wide* impact of our budget

How do we demonstrate that?

Show up at meetings, always have an anecdote (yes, brag), support new initiatives



Proactively justifying content spend

"We think about the whole life cycle of the information we buy"

Who else in the organization needs this info?

What else does this info need to be more valuable?

**How do your users describe the value of info services?
(ASK them!)**



Proactively justifying content spend

"We bring the information-sharing perspective to our client groups."

Lobbying for funding datasets beyond single project

Offer training, set up portals

ID alternative resources, impact of loss of resource



It's a never-ending process

"It's easy to get frustrated when you're always explaining the info center to another new executive."

Have a fresh story in your (mental) back pocket

Mention library collaborations, embedded staff, silos broken down

You can never let up; constant engagement



ARNE J. ALMQUIST AND SHARON G. ALMQUIST

INTRAPRENEURSHIP HANDBOOK FOR LIBRARIANS

Libraries Unlimited (2017)
168 pages, \$55

HOW TO BE A CHANGE AGENT IN YOUR LIBRARY





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