



Librarians as changemakers: the role of intrapreneurship in librarianship

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Context

- If you could look into the future, what might you see?
 - new industries, products, and services emerging from advances in IT,
 - a surge in e-commerce and mobile communication, and
 - a global environment that is dynamic and incredibly challenging
- What will shape the future?
 - **Change**
 - Change in technology
 - Change in client/user demand
 - Change in the world

Context

- “Over time, emerging technologies modified the identity and role of the library. Libraries continue to evolve.” (Erlandson, 2010:11)
- “The rapid increase in mainstream technological advances raises expectations from our library system users” (Iglesias, 2010:65)
- “Technological expectations of library users are evolving based on the increasingly social, mobile, interactive and collaborative information environment” (Carlucci Thomas, 2010:111)



“The library of the future will be a platform for participation and collaboration, with users increasingly sharing information among themselves as well as drawing on the library’s resources.”

Source: Leadbeater (2010:195)

Entrepreneurship in librarianship



Source: http://paw.princeton.edu/issues/2011/09/14/pages/7380/LIVE.NB_CardCatalog.jpg

Entrepreneurship in libraries



Source: http://paw.princeton.edu/issues/2011/09/14/pages/7380/LIVE.NB_CardCatalog.jpg

Entrepreneurship in libraries

- Dewey developed a new classification system to help him reclassify a collection at Amherst in 1876.
- More recently in 1967 a collaborative effort by Ohio university presidents, vice presidents, and library directors who had the idea to use computer technology to enable shared, online cataloging and OCLC was born.

Entrepreneurship in libraries

- “Old solutions to new problems are no longer accepted. New ways of addressing old challenges are desperately needed. Entrepreneurs and, perhaps more appropriately, intrapreneurs, are welcome individuals in librarianship.” (Cluff, 1989, p. 185)

Entrepreneurship in libraries

- **entrepreneur** (,ɒnrəprə'nə:) n.
 1. person who sets up a business or businesses, taking on financial risks in the hope of profit
 2. is “not concerned merely with the perpetuation of the existing allocation of resources, but with improving upon it” (Casson, 1982, pp. 23-25)
 3. pursues opportunities without regard to resources currently controlled (HBS professor Howard Stevenson)

Entrepreneurship in libraries

- First use of terms 'intrapreneur', 'intrapreneuring' and 'intrapreneurship' by Gifford and Elizabeth Pinchot in 1978
- Later the term was credited to Gifford Pinchot by Norman Macrae in *The Economist* (1982)

Sources: Pinchot, G., III, & Pinchot, E.S. (1978). Intra-Corporate Entrepreneurship. Retrieved from <http://www.intrapreneur.com/MainPages/History/IntraCorp.html> // Macrae, N. (1982). Intrapreneurial Now. *The Economist*, April 17, 1982

Entrepreneurship in libraries

- **in-tra-pre-neur (In¹tre-pre-nur) *n.*** A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation [intra(corporate) + (ENTRE)PRENEUR.] - inftrapre-nouri-al *adj.* -intra-pre-neuri-al-ism *n.* -in'trapre-neuri-al-ly *adv.*
- **in·tra·pre·neur (in-truh-pruh-nur, -noor, -nyoor) *n.*** An employee of a large corporation who is given freedom and financial support to create new products, services, systems, etc., and does not have to follow the corporation's usual routines or protocols. Related forms in·tra·pre·neur·ship, noun

Entrepreneurship in libraries

“Entrepreneurial thinking is not optional. Those who stand still fall behind, and market leadership changes regularly. This is why it’s important for all companies – even large, established corporations – to cultivate innovation through intrapreneurship.”

– Maria Pinelli, Americas Director for Strategic Growth Markets, Ernst & Young LLP

Entrepreneurship in libraries

- “Entrepreneurship for library purposes concerns **the act of exercising initiative or providing leadership to meet library and patron needs in new, creative ways** [own emphasis].” (Scanlon & Crumpton, 2011, p. 18)
- Extract from Syracuse University’s Library vision:
 - “To be entrepreneurial *means that Library staff members use their energy and intellect to reinvent and enhance their work to heighten services to faculty and students and to preserve the collections.* They assemble data and knowledgeable staff teams to analyze and improve services, physical spaces, and the digital environment. The *entrepreneurial approach—questioning, creative, and resourceful—* seeks better answers to make the Library a learning organization, one that constantly changes as it strives to be an integral component of teaching, learning, and research.” (Source: <http://library.syr.edu/about/general-info/welcome/vision.php>)

Iatul Quarterly Vol. 2, No. 1, pp. 36–50

The 12th Biennial Conference, 1987, Helsinki

Entrepreneurship and The Academic Library: Insights from Organization Theory

The Entrepreneurial Imperative: Advancing From Incremental To Radical
Change In The Academic Library

The Librarian Entrepreneur? Demystifying an Oxymoron

New Review of Academic Librarianship, 20:49–65, 2014

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DOI: 10.1080/13614533.2013.850101

Stephanie Prato | June 5, 2013

What is Entrepreneurial Librarianship?

**A Coworking Project in the Campus Library:
Supporting and Modeling Entrepreneurial
Activity in the Academic Library**

Inspiration, Innovation, Celebration

The 2009 Conference for Entrepreneurial Librarians

June 3-4, 2009 / UNCG

- Beyond the Academic Wall: Creating an Entrepreneurial Spirit
- Going Green in the Library: It's Not Just for Contractors
- Carpe Digital, or Reinventing a 1980s AV Center as an Entrepreneurial Digital Services Center
- Clemson Connect: Reaching all Incoming Students
- Lunch Speaker Jon Obermeyer
- Reach Out and Touch: Innovation to Connect with Non-Traditional Library Users at Community Colleges
- Competing for Fun and Funds: The 1st Annual "Wake the Library" 5K
- Learning Commons After Dark
- C.G. O'Kelly Library's O'K Scholars Institute
- Study Space for Students with Young Children
- Money, Money, Money: New Sources of Income for Academic Libraries
- Developing Entrepreneurial Customer-Focused Leaders
- Enriching the Academic Experience: The Library and Experiential Learning at Middle Tennessee State University
- Libraries as Entrepreneurial Booksellers: Counterintuitive Cha-Ching
- Building a 21st Century University Library: Golf Course Included
- Integrating Library Services into the Course Development Process at an Online Meeting
- An Unmet Need: Extending the Learning Commons Concept Through On-Campus Partnerships and Branding
- Competition for Library Services
- Horses and Hoops: New Approaches to Oral History in a Digital Environment
- The Worcester Library and History Centre: A Shared Vision, A Single Community
- Variety is the Spice of Life: Differing Models of Entrepreneurship at the University of North Carolina at Greensboro Libraries

For more about organizing the conference: Scanlon, M. G., & Crumpton, M. A. (2011). Re-conceiving Entrepreneurship for Libraries: Collaboration and the Anatomy of a Conference. *Collaborative Librarianship*, 3(1), 16-27.

From Vision to Implementation

The 2011 Conference for Entrepreneurial Librarians

March 10-11, 2011 / Wake Forest University

- The Library as Partner: Sustaining Relevance in a Collaborative, Student-Focused Technology Center. Heather Lambert, Christy Groves
- Contributing an Open Source Solution to the Library Community. Benjamin Heet
- China's Top 500 Enterprises Electronic Platform Development and Users' Service. Dr. Xiaoye Li
- The Entrepreneurial Life: Conversations with three independent info pros. Kathy Mills, Lorene Kennard, Donna Fryer
- User-Driven Service Development: The GroupFinder Project. Joseph Ryan, Josh Boyer
- Business Librarians and Entrepreneurship: Innovative Trends and Characteristics. Betsy Clementson, Elisabeth Leonard
- Creating an Open-Access Journal: A case study. Joe Williams, Stephen Dew
- Running an information-services business within a large global corporation. Mark Pandick, IBM
- Fostering Entrepreneurship through Cooperative data and services. Panel Discussion: Karen Coombs, Cyril Oberlander, Annette Bailey
- Open mic: Using students to crowdsource marketing and outreach during a library renovation. Dean Sullivan, Anne C. Barnhart
- Providing LibraryH3lp. Pam Sessoms
- One small opportunity – a world wide circle of Friends: Information services to the external market delivered by the Health Sciences Libraries, University of Pretoria, South Africa. Magriet Lee, Myleen Oosthuizen
- Keynote with Tim Spalding, LibraryThing, Magnolia Room, Reynolda Hall
- Librarian's Don't Need MBA's Do They? Jenifer Grady

Social Entrepreneurship in Action

The Conference for Entrepreneurial Librarians

May 16-17, 2013 / UNC Greensboro

- Engines of Change: Developing platforms for social, civic, and cultural engagement. Opening Keynote with Brian Matthews.
- The Social Entrepreneur. Melody Allison.
- Bringing Underserved Staff Online @ LMU. Jamie Hazlitt and Raymundo Andrade.
- Entrepreneurship and the Triple Bottom Line. Luncheon with Speaker Mandy Henk.
- Igniting Change: Transforming Practice Through Dialog with Diverse Information Professionals. Clara Chu and ACE Scholars.
- Cultivating Constant Content: Curating Chaos into Commissions. William P. Kane and Rebecca G. Jones.
- Taking Social Entrepreneurship to the Next Level: Applying Academic Library's Resources to Solve Problems at the State and National Level. Arne J. Almquist PhD.
- Social Entrepreneurship in Action in Spanish Libraries. Jose Antonio Merlo Vega.
- Building a Global Shared E-Book Collection. Heather Greer Klein.
- Scholarship Application Instruction for Community College Students. John Rogginkamp.
- The libraryisopen. Tammy Baggett.
- Taking Risks and Forging New Collaborations for Environmental Causes. Frederick Stoss.
- Defining Community Engagement for the Social Entrepreneur. Mary G. Scanlon, and Michael A. Crumpton.

International Conference on

Entrepreneurial Approaches to Librarianship

December 26-28, 2013



- Entrepreneurship and Dr. S R Ranganathan's Five Laws of Library Science
- Entrepreneurial Librarianship
- Infusing Entrepreneurial Principles and Developing Entrepreneurial Culture
- Entrepreneurial Traits and Competencies of Librarians
- Developing Entrepreneurial Customer-Focused Leaders
- Business Librarianship and Entrepreneurship: Innovative Trends and Characteristics
- Creation of Wealth, Enterprise, Innovation, Change, Employment, Value and Growth
- Librapreneurship
- Running the Library as a Business
- Libraries as Creative Business Ventures
- Infusion of Private-Business Dynamism into Library Services
- Libraries as Entrepreneurial Booksellers
- Libraries as Knowledge Creation Business
- Creating Entrepreneurial Libraries
- Identifying Business Opportunities in Libraries
- Librarians as Intrapreneurs
- Librarians as Cultural and Social Entrepreneurs
- Intrapreneurship through the Collaborative Sharing of Library Resources
- Advocating Social Change
- Business Information Needs and Services
- Designing New Services
- Innovation in Library Services
- Application of Entrepreneurial Practices in Marketing and Distribution of Library Products and Services
- Developing Exciting Fundraising Programmes
- Return on Investment
- Librarians as Sustainability Advocates, Educators and Entrepreneurs
- Responding to Patron Demands
- Going Green in the Library
- Fostering Entrepreneurship through Library Networks
- Technology Entrepreneurship with Focus on IT in Libraries
- Obstacles to Entrepreneurship in Libraries
- Case Studies

Take Risks, Embrace Change!

The Conference for Entrepreneurial Librarians

October 17, 2014, on the campus of Wake Forest University, Winston-Salem, NC

Keynote

- Cross-Disciplinary Entrepreneurship: Opportunities for Librarians in the 21st Century

Presentations

- Innovation Program Award: Transformative Experiences
- Creating Communities of Practice: A New Culture of Professional Development
- Transforming an Academic Library from a Traditional Service Model to Community Partner
- What Motivates Makers?: The Inspirations of Library Makerspace Creators
- Lean Entrepreneurship in Your Library
- A New Collection Development Culture: Focusing on Individual Faculty
- Pictures at an Exhibition: Fenwick Hallway Gallery
- When a Veteran is a Novice: A New Constituency and A New Opportunity
- The Secret to Building an Intrapreneurial Organization
- “Crossing the Tracks”: The Academic Library as Social Justice Advocate

- Creating The Ethereal Library: Thinking Creatively When You Have No Space To Think
- Student Financial Education Center: A Library/Student Startup For Financial Literacy
- Leading a Successful Change Initiative
- Entrepreneurial Collaboration: Multiple Perspectives and One Replicable Research Path
- Green to Green: How a Sustainable Model for Library Sales Generates More Than Cash
- Many Teens, Few Options: Introducing Chromebooks in a Public Library Setting

Posters

- Making a “Makerspace” at UNCG
- Using the READ Scale to Re-envision Training for Reference Graduate Student Workers
- How much will it cost? Modeling Demand Driven Acquisition
- University Libraries + Campus Partners + Students = A Financial Literacy Investment
- Innovate at Your Library with Business Model Generation

Entrepreneurship in libraries

- **Case studies:**
 - Archambault, A. (2012). An Interview with Martha Thomas Larson. In Krautter, M., Lock, M.B. and Scanlon, M.G. (Eds.), *The Entrepreneurial Librarian: Essays on the Infusion of Private-Business Dynamism into Professional Service*. Jefferson, NC: McFarland & Company. Chapter 13 (pp. 202-206).
 - Hesseldenz, P. (2012). Market Research Service Partnership at the University of Kentucky: An Entrepreneurial Future? In Krautter, M., Lock, M.B. and Scanlon, M.G. (Eds.), *The Entrepreneurial Librarian: Essays on the Infusion of Private-Business Dynamism into Professional Service*. Jefferson, NC: McFarland & Company. Chapter 8 (pp. 113-128).
 - Neal, J. G. (1999). The Entrepreneurial Imperative: Advancing From Incremental To Radical Change In The Academic Library. Schwing Library Lecture, Louisiana State University, October 28, 1999. Retrieved from: <http://www.lib.lsu.edu/committees/schwing/nealms.html>.

Social entrepreneurship

- Social entrepreneurs
 - “act as the change agents for society, seizing opportunities others miss to improve systems, invent new approaches, and create solutions to change society for the better” (https://www.ashoka.org/social_entrepreneur)

Social intrapreneurs are ...

2014's Most Valuable Employee: The Social Intrapreneur

Forbes[®]

Source: <http://www.forbes.com/sites/ashoka/2014/01/24/2014s-most-valuable-employee-the-social-intrapreneur/>

Social intrapreneurs are ...

- ‘people within a large corporation who take direct initiative for innovations that address social or environmental challenges while also creating commercial value for the company’
- responding to perceived shortcomings in society and utilize the resources of their organization to provide market based solutions to address them (Bode and Santos 2013)
- employees who identify opportunities for social innovation within their organisation, playing a part in making businesses better from the inside out (Mitchell 2013)
- a new breed of business professional ... finding creative —and in many cases disruptive —ways to tackle some of society’s toughest problems and create long-term value for their companies as well (McGaw 2013)
- two thirds changemaker, one third troublemaker (Bulloch 2013)

Except for Bulloch (2013) all cited in: Grayson, D., McLaren, M., & Spitzeck, H. (2014). *Social Intrapreneurism and All that Jazz: How Business Innovators are Helping to Build a More Sustainable World*. Sheffield, UK: Greenleaf Publishing.

Social intrapreneurs are ...

- ‘people **within a large corporation** who take direct **initiative** for innovations that **address social or environmental challenges** while also **creating commercial value** for the company’
- responding to perceived **shortcomings in society** and utilize the resources of **their organization** to provide **market based solutions** to address them (Bode and Santos 2013)
- employees **who identify opportunities for social innovation within their organisation**, playing a part in **making businesses better** from the inside out (Mitchell 2013)
- a new breed of business professional ... finding **creative** —and in many cases **disruptive** —ways **to tackle some of society’s toughest problems** and **create long-term value** for **their companies** as well (McGaw 2013)
- two thirds **changemaker**, one third **troublemaker** (Bulloch 2013)

Cited in: Grayson, D., McLaren, M., & Spitzbeck, H. (2014). *Social Intrapreneurism and All that Jazz: How Business Innovators are Helping to Build a More Sustainable World*. Sheffield, UK: Greenleaf Publishing.

Social intrapreneurship

- Social intrapreneurship refers to “the practice of identifying a societal problem and using entrepreneurial principles, such as innovation, to create and implement ventures that achieve change” (Prato, 2013)
- Allows you to keep your day job and find meaning in your work



Case study: Vodafone and TNT Express

- **Problem:**
 - “One million people live in Kibera [in Kenya], but we do not have addresses. So when I ordered a camera to use as a journalist, I could not receive the package directly. I had to walk to the nearest postal office at a 3.5km distance. And not just once, I did not know when the package would arrive, so I had to walk back and forth regularly. The people who live in Kibera have little money, so when a package arrives, we even have to bribe the the local authorities to ensure the delivery...”
- **Need:**
 - Millions of small businesses exist in slums worldwide. Most of them do not have formally recognised addresses, which makes it difficult to send and receive goods. TNT and Vodafone have studied the opportunities of mobile--based addresses, which could enable local stores to rise above poverty by connecting their business to a larger market in the future.

Case study: Vodafone and TNT Express

- **Innovation:**
 - currently formal addresses are based on street names and postal codes. The technology of linking mobile phone locations (Geocodes) to address locations is new to this industry.
- **Other areas of potential impact:**
 - formal parts of mega cities in emerging markets (there are many 'formal' houses in Mumbai that do not have an address either),
 - rural areas, and
 - emergency situations (e.g.: geocode locations can be used to deliver goods after a disaster has occurred).

Social intrapreneurship

- Good fit with library profession, for example,
 - ALA B.1.1 Core Values of Librarianship
 - Social responsibility
 - ALA B.1.2 Code of Professional Ethics for Librarians
 - “We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.”
 - SLA
 - “Provide their employer, organization, or clients with the highest level of service, by delivering the best sources and services possible within organizational constraints and by improving the quality of and adding value to the information and knowledge they provide.”
 - “Enhance employer success by contributing to the mission, goals, policies and strategies of the organization.”

Characteristics of social intrapreneurs

- Integrators, problem solvers, facilitators
- Tactical and strategic, far-sighted and practical, driven but patient
- Independent and good team players, build and inspire teams across the organization
- Politically savvy, tactful, utilize wide network of contact all levels within [and outside] the organization
- Risk-takers, adaptable, flexible
- More ambitious for social change than personal wealth or advancement
- Constantly looking for new ways to solve societal challenges

Source: *The Social Intrapreneur: A field guide for corporate changemakers*, SustainAbility, 2008

Supporting intrapreneurship

On an individual
level:

**Desired future state characterized
by growth and change**

		No	Yes
Self-perceived power and ability to realize goals	Yes	Satisfied employee	Intrapreneur
	No	Consummate bureaucratic functionary	Frustrated potential intrapreneur

Adapted from Stevenson & Gumpert (1985)

Supporting intrapreneurship

On an
organizational
level:

**Self-perceived
power and
ability to
realize goals**

Desired future state characterized by growth and change	
No	Yes
Yes	Complacent though successful (for the moment)
No	Adaptive, innovative intrapreneurial organization
Bureaucratic and lethargic organization	Reactive planners

Adapted from Stevenson & Gumpert (1985)

Supporting intrapreneurship



- In a series of global surveys of senior business leaders as well as interviews with academics and practitioners, Ernst & Young (2010) found that there are two factors without which intrapreneurship can't get off the ground:
 - (1) encouragement and support from senior management, and
 - (2) reassurance that even if the ideas fail, the intrapreneur will not lose his or her job or be “punished” in other ways.

Be prepared and be persistent

- Creative ideas are by definition novel, and novelty can trigger feelings of uncertainty that make most people uncomfortable.
- People dismiss creative ideas in favor of ideas that are purely practical – tried and tested.
- Objective evidence shoring up the validity of a creative proposal does not motivate people to accept it.
- Anti-creativity bias is so subtle that people are unaware of it, which can interfere with their ability to recognize a creative idea.

Sources: Catt, M. (2011). People are biased against creative ideas, studies find. *Cornell Chronicle*. Aug. 25, 2011. Retrieved from <http://news.cornell.edu/stories/2011/08/people-are-biased-against-creative-ideas-studies-find> // Mueller, J. S., Melwani, S., & Goncalo, J. A. (2012). The bias against creativity: Why people desire but reject creative ideas. *Psychological Science*, 23(1), 13-17.

Summary

- Constant reinvention is vital to avoid stagnation, respond to changes in the environment, and also for staff to feel stimulated and that they are contributing and making a difference.
- Pinchot coined the term 'intrapreneur' to describe those with an entrepreneurial disposition working within an organization to turn ideas into valued innovations.
- Librarians can truly be innovators and catalysts for positive change in their communities.
- Librarians and libraries can ensure they continue to provide valued services and systems to their patrons and user communities by thinking differently, innovating and reinventing themselves and their service offerings.

Acknowledgements

This presentation is based in part on my presentation as part of a discussion panel on “*The Role of the Information Professional in a Knowledge-based Society*” at the 20th Annual Conference & Exhibition of Special Libraries Association (Arabian Gulf Chapter) with the theme of “Enhancing the Digital Knowledge Society’s Information Needs” held in Doha, Qatar on 25-27 March 2014.



Comments? Questions?

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Review questions

1. What is an intrapreneur?
2. What are the characteristics of an intrapreneur?
3. What is social entrepreneurship? What is social *intrapreneurship*?
4. Why is intrapreneurship within libraries important?
5. What is the role of intrapreneurship in general and social intrapreneurship in particular on librarianship in today's knowledge economy?
6. How can intrapreneurship be supported in organizations such as libraries?

References

- CARLUCCI THOMAS, L. (2010). Doing more with more: systems, services and emerging technologies. In: *An Overview of the Changing Role of the Systems Librarian: Systemic Shifts*, Iglesias, E. (Ed.). Oxford, UK: Chandos Publishing. pp. 105-114.
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- IGLESIAS, E. (2010). The status of the field. In: *An Overview of the Changing Role of the Systems Librarian: Systemic Shifts*, Iglesias, E. (Ed.). Oxford, UK: Chandos Publishing. pp. 65-79.
- PRATO, S. (2013). What is Entrepreneurial Librarianship? June 5, 2013 Retrieved from <http://infospace.ischool.syr.edu/2013/06/05/what-is-entrepreneurial-librarianship/>
- SCANLON, M. G., & CRUMPTON, M. A. (2011). Re-conceiving Entrepreneurship for Libraries: Collaboration and the Anatomy of a Conference. *Collaborative Librarianship*, 3(1), 16-27.

Recommended reading

- ST. CLAIR, G. (1996). *Entrepreneurial Librarianship: The Key to Effective Information Services Management*. London: Bowker Saur. Chapters 2, 6.