







## A Brief Personal History

- ◆ Late 1970s: Mimeographed catalog cards
- ◆ Early 1980s: Wrote a BASIC program on a Commodore PET
- ◆ Early 1980s: Implemented a CLSI circulation system on a PDP 11/70
- ◆ Mid-late 1980s: helped automate UC Berkeley, brought attention to the Internet



# *You must read the water to know the route*

- ◆ Look for trends
- ◆ Monitor blogs
- ◆ Keep up with the literature (and not just library literature)





*A little fear can be  
a good thing*

- ◆ It focuses your attention
- ◆ It motivates you



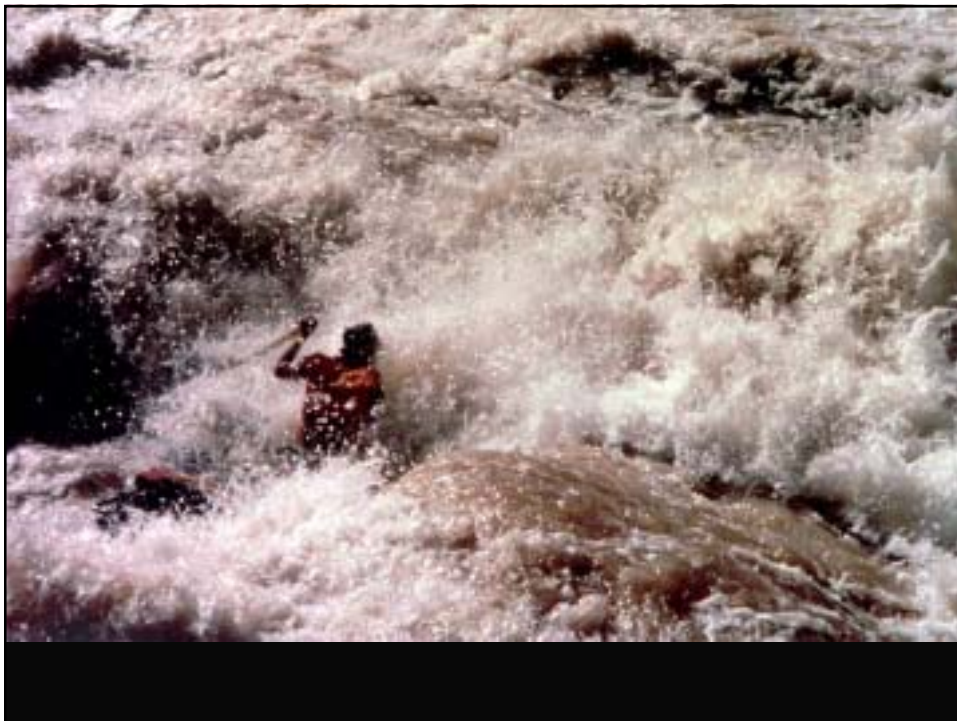
*Action dispels fear*

- ♦ *The anticipation of an event is usually worse than the event itself*
- ♦ *If you're afraid of something, get busy*



## *A miss is as good as a mile*

- ◆ In the end, what matters is results, not how close you were to failing
- ◆ Learn from it and do better next time





## *Don't take risks you don't understand*

- ◆ A little knowledge can be dangerous
- ◆ To understand a risk you must know:
  - ◆ what is at risk
  - ◆ what might happen
  - ◆ how likely it is to happen



*An ounce of finesse is worth a pound of force*

- ◆ Line up support
- ◆ Anticipate and prepare for objections
- ◆ Acknowledge and address problems



*Keep your priorities  
straight — it's the  
customer, stupid!*

- ◆ Don't make decisions based on what is easiest for you
- ◆ Don't expect your users to look at things the same way you do
- ◆ Use your services like they would
- ◆ Talk to them!



*Once you've done it,  
they can't tell you that  
you can't*

- ◆ Be opportunistic
- ◆ Take (calculated) risks
- ◆ Better to beg forgiveness than ask for permission



*Sometimes you must  
get your tail in gear or  
lose it*

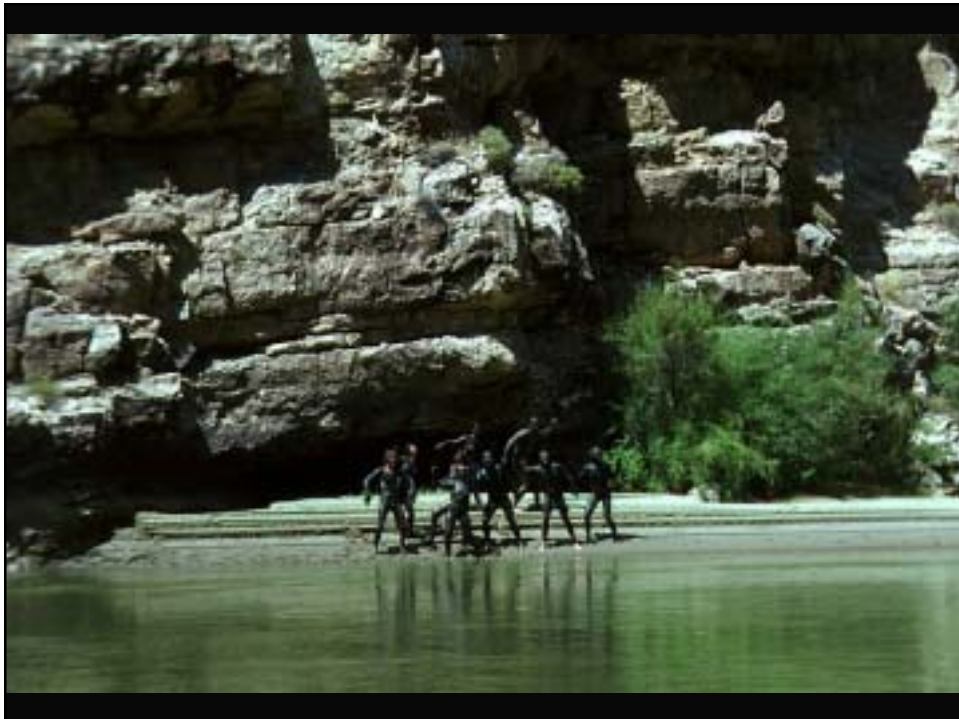
- ◆ Watch out for critical action points  
— the times when inaction will lead to failure
- ◆ At those times, give it everything  
you've got





## *Always rig for a flip*

- ◆ A disaster can happen when you least expect it
- ◆ Envisioning a disaster can help you prepare for it



*Anything worth doing is  
worth doing with a sense  
of humor*

- ◆ Don't take yourself too seriously
- ◆ Humor, carefully applied, is the grease of human relations -- it can prevent friction and smooth the way
- ◆ If you're not having fun, you're doing it wrong!



*The world doesn't care,  
it just is*

- ◆ You are less important than you think
- ◆ Cultivate a sense of perspective





## *Sometimes decisiveness is more important than the decision itself*

- ◆ Some situations have several right answers, but what is most important is making the decision & getting on with it
- ◆ Not making a decision is itself a decision



## *I Know This Much is True*

- ◆ Neither an early adopter nor latecomer be
- ◆ Don't expect users to know what they want until they see it
- ◆ Never underestimate the power of a prototype
- ◆ Back it up or kiss it goodbye
- ◆ Buy hardware at the last possible moment



## I Know This Much is True

- ◆ Don't buy software with a zero at the end of the release number
- ◆ Disk space is cheaper than dirt
- ◆ If you can't be with the operating system you love, love the one you're with



## What We Must Do: Collectively

- ◆ Create and facilitate change — both in ourselves and our organizations
- ◆ Reward innovators and punish loiterers
- ◆ Invest in people
- ◆ Invest in infrastructure
- ◆ Use the best people for the job
- ◆ Use technology to create more efficient ways to work

## What We Must Do: Individually

- ◆ Learn as we breathe
- ◆ Make strategic learning decisions
- ◆ Say it simply
- ◆ Strive for flexibility; learn to thrive on uncertainty
- ◆ Share our ideas; build prototypes
- ◆ Take risks
- ◆ Move faster than the organization!

"Anyone who remains calm in the midst of all this confusion, simply does not understand the situation."

