



Law Library Lights

Learning to Lead: The 2014 AALL Leadership Academy

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For two days in April, thirty-four librarians attended the 2014 AALL Leadership Academy at the Hyatt Lodge on the McDonald's campus in Oakbrook, Illinois. First held in 2008 as an initiative of the AALL Leadership Development Committee, the workshop is part of a long-term strategy to develop new leaders with skills important to furthering the interests of the library profession within the workplace and beyond. The program has also been offered in 2009 and 2011. The authors feel fortunate to have been among this year's academy participants and would like to share some highlights.

Academy attendees, who must be within the first 10 years of their library career, were selected based on a written application and two supporting professional recommendations. Attendance cost

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\$399.00, which included most meals, plus additional expenses for lodging and travel. When we first gathered, participants shared a variety of reasons for attending the workshop, including former attendee recommendations, becoming a new manager, struggling with workplace challenges, and wanting to develop leadership skills for nonsupervisory roles.

This was the second Academy led by Gail Johnson and Pam Parr of Face to Face Communications and Training, Inc. The program was engaging and inspiring, as well as exhausting! Gail and Pam presented a well-organized, packed agenda covering a range of topics. Each theme was presented through a combination of lecture and hands-on group activities that frequently got all the participants up and moving. We had multiple opportunities for self-assessment, as well as interaction. While the primary focus was fostering skills to take to the workplace, the lessons learned apply to leadership in a variety of environments and improving interactions with people in any type of setting, even in one's personal life.

There were many valuable takeaways from the workshop. Two segments of the program particularly stood out from our experience: the importance of communication and the potential for leaders to act as either "multipliers" or "diminishers" in the workplace.

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Leaders are Successful Communicators

Effective communication was a major focus of the workshop. We learned about how people process the visual, aural, and content components of communications. We also discussed some common causes of miscommunications and how to have tough conversations. In addition, we explored a framework for understanding different communication styles and learned how to analyze our own dominant modes of communication, as well as those of our colleagues.

The 55-38-7 Rule

The "55-38-7 Rule" provides valuable insights into how we interpret what is said to us and how our hearers understand what we say to them. According to the 55-38-73 Rule, 55% of the meaning we derive from a communication comes from what we see, such as the speaker's facial expression and body language. 38% of the meaning of a communication is taken from how it sounds, based on factors like tone of voice and the volume and rate of speech. Only 7% of the meaning of a communication is conveyed by the actual content of the words used. If the listener feels that the speaker's facial expression or tone of voice is incongruent with the meaning of the words used, the listener will tend to believe the nonverbal or tonal elements rather than the words.

Avoiding Miscommunication

Avoiding miscommunication is just as important as communicating effectively. The number one cause of miscommunication is what Gail and Pam referred to as "trying to read someone else's mind." When giving instructions on a task, it is usually better to assume the person does not know the specific elements of performing the task. Assumptions we make that can lead us to erroneously believe that our communication was successful when in fact it was not include: (1) assuming that those to whom you are speaking are listening,



(2) assuming that your listeners know the meanings of all the words you are using, and (3) assuming that they know everything you know.

Tough Conversations

Having tough conversations is something that we all face from time to time, whether we are in leadership roles or otherwise. Being prepared for these difficult talks is key to becoming effective at them. When we are attempting to solve a problem that requires a tough conversation, there are steps we can take to address it. First, identify the real issue—what’s really bothering you? Next, decide whether you are going to address it—is there enough benefit in doing so? Finally, if you do decide to address a problem that requires a tough conversation, use a strategy known as “CPR.” To use this kind of CPR, frame your communication about the problem in three progressive stages:

- ▶ **Content:** The first time the problem comes up, address the specific content of the problem, i.e., the behavior or action that is inappropriate or counterproductive.
- ▶ **Pattern:** If the issue arises again, express your concern that a pattern is developing.
- ▶ **Relationship:** If the problem continues, make clear that the pattern of problematic behavior is affecting your working relationship.

Understanding Communication Styles

Understanding your communication style—and those of the people with whom you work—can help you become a more effective leader and colleague.

Psychologists David Merrill and Roger Reid have posited that there are four main styles into which we all can be categorized (although each of us can exhibit traits and employ strategies associated with other styles from time to time):

▶ **The Amiable** style is driven by relationships, is easy to get along with, and likes to reach consensus before moving forward.

▶ **The Analytical** style is driven by data, considers all the alternatives before acting, and prefers that others take the social initiative.

▶ **The Driver** style is driven by results, makes decisions quickly, and likes to take charge.

▶ **The Expressive** style is driven by the spotlight, enjoys friendly conversation before getting down to business, and is comfortable taking the initiative socially.

Each of these styles is associated with different levels of assertiveness and responsiveness, has recognizable “fallback” behaviors when under stress, and can make use of different strategies to push beyond the limitations of that style. When we understand our own communication styles and the styles of the people with whom we interact and collaborate, we can tailor what we say and how we act in order to get our message across clearly and effectively.

Multipliers v. Diminishers

Employing an effective leadership style to extract the most from colleagues was another major focus of the workshop. Gail and Pam introduced attendees to author Liz Wiseman’s “multiplier effect,” which divides leaders into two categories: “multipliers” and “diminishers.” Multipliers use their market intelligence, brain

Multipliers act as talent magnets, liberators, challengers, debate makers, and investors, while diminishers act as empire builders, tyrants, know-it-alls, decision makers, and micromanagers.



power, and business acumen to amplify the intelligence of those they lead, while diminishers create an environment in which team members constantly question their own intelligence and depend on the diminisher every step of the way. Multipliers and diminishers do many things alike, such as surrounding themselves with smart people, but there are five attributes that set multipliers apart from diminishers. Multipliers act as talent magnets, liberators, challengers, debate makers, and investors, while diminishers act as empire builders, tyrants, know-it-alls, decision makers, and micromanagers.

Talent Magnets v. Empire Builders

Multipliers are talent magnets because they attract intelligent people who want to be successful and foster growth of those people. They look for talent everywhere, identify the “native genius” in team members, utilize team members to their fullest potential, and remove those who block the intelligence of others. They gain a reputation as being a leader for whom people want to work; therefore, they attract a steady stream of talented people, even as team members leave to seek new opportunities. In contrast, diminishers are empire builders. They undervalue and underutilize the talent they acquire because they are more concerned with personal gain than the growth of their team members. They focus on acquiring resources, place team members in narrowly defined roles, and stifle talent. An environment of disillusionment and stagnation often is created, and diminishers gain a reputation as being someone for whom talent does not want to work.

Liberators v. Tyrants

Multipliers are liberators because they create an environment of engagement, growth, and success by generating intensity instead of stress. They allow team members to contribute in creative

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ways, demand everyone’s best effort, and foster learning through success and failure. Liberators extract the best ideas from team members because people are not afraid to be bold and make mistakes. Diminishers manage in a tyrannical manner by minimizing the capability and intelligence of their team members. They create anxiety, criticize the ideas of others, and foster an environment in which only safe ideas are shared, which leads to risk aversion, stagnation, and latency.

Challengers v. Know-It-Alls

Multipliers challenge team members to stretch beyond their comfort zone by engaging their full potential and maximizing their effort. They stimulate thinking by extending challenges and generating the belief that those challenges can be met. Diminishers give directives instead of allowing team members to creatively use their full intelligence. They have all the answers, test team members’ understanding of those answers, and tell everyone how to do their job. Know-it-alls limit what their team can achieve.

Debate Makers v. Decisions Makers

Multipliers facilitate debate in order to help their team make informed decisions. As debate makers, they frame the issues, encourage debate,



and use the collective intelligence of their entire team to make well-reasoned decisions that can be executed efficiently. Diminishers act as decision makers instead of debate makers. They are not interested in using the collective intelligence of their team, so they do not consult people outside their inner circle. They raise the issues, control the discussions, and make the decisions, which leads to inefficiency because all decisions are made, understood, and executed by a small, concentrated group.

Investors v. Micromanagers

Multipliers give team members ownership and are invested in their success. They put team members in charge, provide resources, and hold people accountable. In turn, their team members take initiative, solve problems, and achieve results without constant direction. Micromanaging diminishers cause team paralysis. They retain ownership, jump in at the slightest hint of trouble, and do not let people resolve issues themselves. They create an environment of complete dependence because team members wait to be told what to do or to be “saved.”

In summary, the multiplier style of leadership leverages the capabilities, intelligence, and talent of all team members to produce more effective results and make team members smarter and

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happier in the process. The problems of latency and wasted talent created by diminishers are avoided because people will give you their best if they feel empowered to do so. Multipliers are

“genius makers,” and workshop attendees agreed that the most effective leaders are those who use the multiplier approach to leadership.

Taking the Lead

Even with these valuable lessons, the most lasting benefit of the weekend was the new connections we each made with other law librarians. We are very grateful to have had the support of not only our employers but also LLSDC, which provided us each with an education grant. We also thank Bloomberg BNA for sponsoring the program through its Continuing Education Grant Program. AALL will likely offer this workshop again in spring 2016. We highly recommend it!

Further Reading

- ▶ Margaret Butler & Tina Holloway, *Unleashing the Leader in You – Our AALL Leadership Academy Experience*, AALL Spectrum, Feb. 2013, at 18-20.
- ▶ Karen E. Kalnins, *Training Tomorrow's Leaders Today – AALL Establishes a New Leadership Program to Shine a Light on the Profession*, AALL Spectrum, Jun. 2008, at 22-23.
- ▶ Theresa Leming, *I Took the Lead*, AALL Spectrum, Mar. 2009, at 20-23.
- ▶ Barbara L. Mackoff, *Define Leader: The Definition and Development of Law Librarians as Leaders*, 101 Law Lib. J. 471 (2009).
- ▶ David W. Merrill & Roger H. Reid, *Personal Styles And Effective Performance: Make Your Style Work For You* (1981).
- ▶ Carol A. Parker, *Leadership Development for Law Librarians*, 49 J. Libr. Admin. 881 (2009).
- ▶ Liz Wiseman With Greg Mckeown, *Multipliers* (2010). ■



From the Editor

Constant Change is the New Normal

Judy Gaskell

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Welcome to the 58th year of Law Library Lights and the beginning of the 76th year since LLSDC was founded by a group of forty-six dedicated law librarians. I am honored to be serving as your editor for the upcoming year. I would like to thank our outgoing editor, Ann Baum, for her excellent work on volume 57 and welcome our new assistant editor, Amy Taylor.

The theme for this issue is “*LLSDC @ 75: Adapting to Massive Changes in Law and Law Librarianship*”. Embracing and facilitating change will be the underlying theme of this year’s issues of *Lights*. The submissions we received in response to this topic are thought provoking and offer a number of ways to prepare for and facilitate change.

From Deborah Shrager, Carla Wale and Andrew Winston we have an article on the AALL Leadership Academy that they attended last spring. They highlight some important lessons they learned which could be used by emerging leaders to promote change in the workplace. Charlotte Osborn-Bensaada’s article on “Big Data” explores the uses law librarians can make of these massive sets of information to make better and more precise data driven decisions. And Rebecca Katz reports on the formation and first meeting of LLSDC’s new Access to Justice Committee, which will work to bring law librarians into the movement for more and better access to justice.



Submission Information

If you would like to write for Law Library Lights, contact Judy Gaskell at jgaskell248@gmail.com. For information regarding submission deadlines and issue themes, visit the LLSDC website at www.llsdc.org.



From the Editor, Continued

All of our columns return for another year, but with some changes in authorship. President Mary Kate Hunter starts off our new year with a look at LLSDC's presence at the AALL meeting in San Antonio and an announcement of the Board's renewed focus on LLSDC members. Last spring Dawn Bohls stepped down from writing the Book Review column after five years of reviewing books for *Lights*. Assistant Editor, Amy Taylor, has taken on authorship of the column with a review of *The Atlas of New Librarianship*, which can be used as a guidebook for librarians willing to make change happen. In his latest Tech Talk column, Roger Skalbeck discusses using photos with Creative Commons Attribution to liven up library presentations and communications.

Anne Mira Guha has volunteered to compile the Member Spotlight, which includes member news and photos of LLSDC members at the AALL meeting in San Antonio. Alicia Pappas continues her informative Events Edge column about recent and upcoming LLSDC events. And we have added a new Member Question column, which is also being compiled by Anne Mira Guha.

Please start thinking about writing an article for our next issues. The topic for the winter issue will be "Going Mobile: Using E-books, Apps and More for Legal Research" and spring's theme is "Going Global: Researching Foreign, International and Comparative Law." We welcome articles on those subjects or on anything else you want to write about.

I will close by sharing a copy of a photo I found in the LLSDC Archives at Jones Day. This photo includes four of LLSDC's original charter members. From left to right they are Winifred Ing, Lois G. Moore, Joseph G. Gauges, unidentified, Helen C. Newman and Ann Trittippo. Gauges was our second president, Newman was the third and Moore was the seventh. The photo may have been taken in the late fifties or early sixties. I am researching Miss Newman's life and illustrious career so you may read more about her LLSDC activities in future issues. ■



LLSDC's New Access to Justice Committee

Rebecca Katz

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As we adapt to massive changes in law and law librarianship, one thing remains constant: a need for improvements in access to justice. As our bar associations implement access to justice programs, we need to make sure that librarians are involved. To facilitate this, our LLSDC board voted in August to create an Access to Justice Committee.

I first noted the need for a formal librarian voice in Access to Justice initiatives in DC when at a planning meeting for DC's Pro Bono Week. I suggested the possibility of involving librarians in a training program during the week, and the response was a room of blank faces. I began to imagine the impact that an organized librarian community could have.

I am not alone in my eagerness to be involved in Access to Justice. It is one of the AALL priorities for the year, and, of course, as a community we are quite passionate!

Law firm librarians assist their firms' attorneys with pro bono cases; how can the rest of us contribute? What are our law school librarians doing? Our government librarians?

Let's recognize the contributions we are making and use our collective passion to expand our contribution to Access to Justice.

The Access to Justice Committee held its first meeting on September 24. We discussed our vision for the committee, shared project ideas and goals, and started making plans for future activities.

If you weren't able to make the meeting but are interested in participating in our efforts, please email Rebecca Katz at rkatz@post.harvard.edu or Laura Moorner at Lmoorer@pdsdc.org. We look forward to working together with you.

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President's Column

Our Focus Will Be on Our Members

Mary Kate Hunter

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Margaritas. Right or wrong, that was my first thought when I found out I would be attending the AALL Conference this year in San Antonio. What I should have been considering was what everyone likes to refer to as the 'dry heat.' For those of us that are acclimated to DC's cold winters and humidity filled summers, there is nothing like San Antonio heat to knock you off your feet.

I fortunately did not have to contend with the heat too often, since I stayed mostly in the exhibit hall. You could find me, and many other LLSDC members, in the back of the hall in the activities area giving away sunglasses and Chapstick to help everyone survive the conference in San Antonio. The LLSDC Executive Board worked very hard this year to create a fun and engaging LLSDC presence at our table. A number of LLSDC members generously gave their time to work our table (thank you!) and to connect with all the law librarians in attendance.

Sitting at our table I met so many amazing law librarians from across the country, most of whom were former LLSDC members. What I discovered was that our Chapter's presence stretches far beyond the Beltway. We are known for our amazing newsletter, Law Library Lights, which former members still consistently read. Attendees who stopped by were happy to receive our gimmicky pens that we had made up with little lights on the end to remind them to read our newsletter. Everyone also raved about the Legislative Sourcebook and how it is one of their 'go to' reference resources. As a profession, we pride ourselves with sharing our knowledge and I think that this is something DC law librarians truly excel at doing.

Overall this year's conference was very successful. I spent time connecting with new and old members and still managed to get my margaritas in the brisk AC of the exhibit hall. However, after a conference ends and we are back at work, we are often asked by our colleagues what we learned or took away from



President's Column, Continued

the experience. This year, for me, it was an easy answer. Our impact as a Chapter is far reaching and this is because of our amazing members, both past and present.

As we look forward to the coming year, the Executive Board's focus will be on you – our members. We are reinstating our monthly newsletter, which will contain information about all of our upcoming educational events and networking functions.

Our Committees and Special Interest Sections have quite a few events planned in the coming months, so keep an eye out for the newsletter and be sure to check the calendar on our website. We are hoping to host more networking events in the coming months and are exploring opportunities to hold different types of gatherings to fully take advantage of the unique environment that is DC. If you have suggestions or ideas for events, activities or even locations please send them to the Executive Board. We'd love to hear from you.

In an effort to assist librarians to serve the greater DC community, a new Access to Justice Committee has just been formed and is looking for volunteers. If you are interested in getting more involved in LLSDC, volunteering is a great way to do so and the Website Committee is also creating a new online volunteer form to streamline the process. Should you have the itch to volunteer and can spare even just a little bit of your time, we would be thrilled to have you join us. I'm looking forward to working with everyone this year and am excited to be serving as your president! ■

Member Spotlight

Events Edge

Alicia Pappas

LLSDC Arrangements Chair

Senior Associate of Library Services, KPMG LLP, apappas@kpmg.com

Librarians @ the Ball Park was a success for the second year in a row as members from both LLSDC and DC/SLA watched the Nats take on the Houston Astros back in June.



Member Spotlight, Continued

In the beginning of September, a small group of members were at the Law Library of Congress for a Rare Book event. Joined by one of our most prestigious members, David Mao, Law Librarian of Congress, we took a tour through time and history as Acting Rare Book Curator Jim Martin spoke on ten different items from their vast collection at the LLoC. Everything from authentic signatures of our forefathers to margin doodles from the time of the Holy Roman Empire were on display.

Upcoming events this summer will continue the themes of collaboration and celebration as we have our second annual Nationals game outing as well as add a new twist on the Battle of the Librarians trivia event. There will also be a rare book tour at the Library of Congress open only to a small group, so check your email to make sure you don't miss out on this cool opportunity!

FOR 2014 ONLY!

In honor of LLSDC's milestone achievement, we want to encourage all DC law librarians to be a part of the society's history. LLSDC is offering a 10% discount to all new members* signing up this year. Please forward this amazing opportunity to your colleagues and peers who might be interested in joining!

Contact [Alicia Pappas](#) for more details on how to receive this discount.
(*must not have been an active LLSDC member for over one year.)

Do you have amazing event ideas? Ways to improve LLSDC? Or do you just want to be more involved and give back to your professional community? Email volunteer@llsdc.org and find out how you can help today!

Check the [LLSDC Calendar](#) for all upcoming events and be sure to follow us on [Facebook](#) and [Twitter](#) for more photos and fun! ■



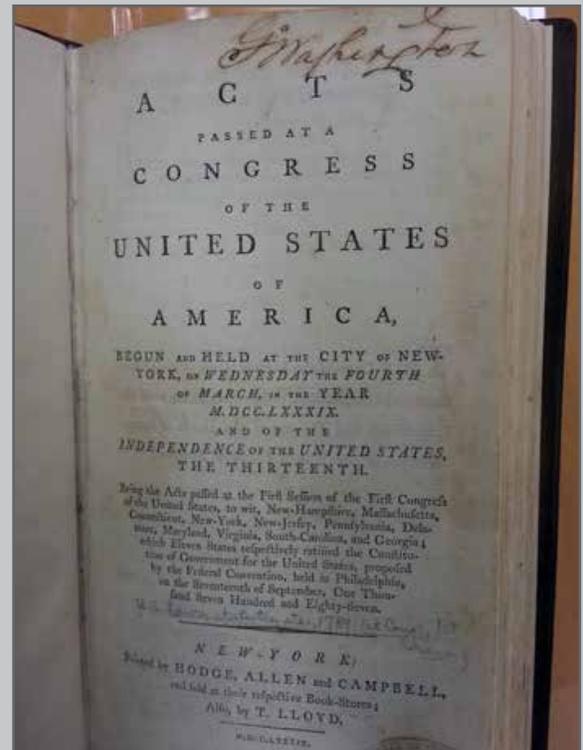
Member Spotlight, Continued



David Mao Greets LLSDC Visitors



Jim Martin Explains the Rare Book Exhibit



George Washington Signed Here



Member Spotlight, Continued

Anne Mira Guha

Legal Information Analyst, Law Library of Congress, anne.mira@gmail.com

Alanna D. White

In May, Alanna D. White joined Dechert LLP in the position of Director of Library and Research Services.

Emily B. Kasprak

In September, Emily B. Kasprak joined Epstein Becker & Green, P.C. in the position of Reference Librarian.

Dawn Bohls

Dawn Bohls recently joined the IRS Chief Counsel Library in the position of Reference Librarian.

James Wasicek

James Wasicek joined Covington & Burling in the position of Research Librarian in August.

Ann Green

Ann Green recently joined American University's Pence Law Library in the position of Part-Time Reference Librarian.

LLSDC at AALL Conference in San Antonio, 2014



Christine Ciambella, Georgetown Law Library, and Ben Almoit, Virginia Supreme Court, in the Exhibit Hall.



Pam Lipscomb, LLSDC Vice President, and Mary Kate Hunter, LLSDC President, manning the LLSDC table in the Exhibit Hall.

Member Spotlight, Continued



Cameron Gowan and Pamela Lipscomb, Arent Fox, enjoying the Thomson Reuters Member Appreciation event.



Emily Florio, Finnegan Henderson, speaking at the Leadership Summit.



Cameron Gowan, Jeff Nelson and Scott Bailey, Squire Patton Boggs, and Emily Florio, Finnegan, at the PLL Summit lunch.

Member Spotlight, Continued



Anne Mira Guha, standing in front of her name listed on the AALL Awards board. She was a recipient of a LexisNexis/John R. Johnson Memorial Scholarship (Library Degree for Law School Graduates), an AALL & Thomson Reuters/George A. Strait Minority Scholarship, and the LLSDC Chapter Registration Grant.

Member Question

What was the best book you read this summer?

"The best book I read this summer, and in fact, in a while, is *The Goldfinch* by Donna Tartt. I highly recommend it."

— *Pamela Lipscomb, Manager of Reference Services, Arent Fox LLP*

"*Stoner* by John Williams."

— *Susanne Zumbro*

"Last May, my cousin Patty and I went to the movie *Belle*. We really enjoyed that movie, but were left wondering about the details of the true story upon which it was based. Patty



Member Spotlight, Continued

bought the book, *Belle: The Slave Daughter and the Lord Chief Justice* by Paula Byrne; read it and passed it on to me. Byrne thoroughly researched and wrote about the life of Dido Elizabeth Belle, who was the daughter of a slave and of the nephew of the Lord Chief Justice of England, who raised her in his household. The Chief Justice's relationship to her probably was instrumental in his opinions which resulted in the abolishment of slavery in England.

I recommend both the movie and the book."

— *Judy Gaskell, Retired, Supreme Court of the US*

"For me the best book I read this summer was *How I Became A Ghost: A Choctaw Trail of Tears Story* by Tim Tingle, an Oklahoma Choctaw storyteller, who weaves a spiritual tale of transition to and from the afterlife within the context of the Choctaw Trail of Tears from Mississippi to now Oklahoma in the 1830's."

— *Lawrence "Larry" S. Guthrie, Inter-Library Loan Librarian, Covington & Burling LLP*

"I would have to say the latest one by Diana Gabaldon – *Written in My Own Heart's Blood*. It is the latest in her lengthy series about time travel and Scotland and early years of America. I got it delivered from Amazon on the date it came out but didn't get it read until a couple of weeks later because I knew once I started it I would not want to put it down. It lived up to my expectations and my husband was tired of looking at the cover by the time I finally finished it one weekend. I definitely recommend the series to anyone who likes historical fiction. Lots of detail on the periods in time and interesting characters as well."

— *Barbara R. Folensbee-Moore, Director of Library Services, Venable LLP*

"Here are my suggestions for good summer reads.

"Fiction: *The Crocodile* by Maurizio de Giovanni and translated by Antony Shugaar – Class, corruption and revenge drive this murder mystery set in modern day Naples. This is the first in a series by Italian mystery writer, Maurizio de Giovanni. Could be the next Steig Larson.

"Non-Fiction: *Five Days at Memorial: Life and Death in a Storm-Ravaged Hospital* by Sheri Fink – This book will leave you angry. It will make realize how important it is for institutions to think through catastrophic events. It is an important book to read as our country faces more potential catastrophic events as climate change exacerbates these weather events."

— *Charlotte Osborn-Bensaada, Legislative Librarian, Thompson Coburn LLP*



How big is your data?

Big Data and the Law Library

Charlotte Osborn-Bensaada

Legislative Services Librarian, Thompson Coburn, LLC, cosbornbensaada@thompsoncoburn.com

Data, or at least its size, is the buzz word for the next big thing. Big Data, as it is known, is, like many trends, relevant to what your organization needs and does. If you are Walmart, the data is obviously larger than it may be within a law firm library. However, that does not mean that librarians don't need to understand Big Data and what it means for our libraries and parent organizations.

What is big data? It all depends on whom you ask. The MIT Technology Review noted that the term originates from a Meta (now Gartner) report in 2001 discussing the increasing size of data and proposing a three-part definition of Volume, Velocity and Variety. The Review article provided other alternatives, but the Gartner definition is one of the most widely accepted.¹ Gartner's definition proposes that big data is data that is often out of the realm that libraries manage. Volume, for example, applies to large data sets that cannot be stored or analyzed by conventional hardware and software. Velocity describes the speed and continuity of the data creation, such as transactions. Variety applies the concept of data in unstructured sources usually lacking metadata, such as Facebook postings. Examples of how these types of datasets are used include mining stock-tip tweets to connect insider trading; using register transactions at a big-box store to determine staffing; or, in the startling February 2013 New York Times article on big data, the anecdote of how Target learned to connect shopping habits to major life events such as getting pregnant.² Law libraries rarely manage datasets or projects of these types but larger data sets are going to be part of our future.

Why Big Data Matters to Librarians

Data-driven decisions are not new, but the prevalence and variety of data now available to decision makers continues to expand. The shift to digital collections will amplify this trend for librarians, and as a consequence we will need to deepen our understanding of how we document the use of library-reference resources and the relative costs of that usage. This data will not represent the volume factor described by Gartner, but will represent the velocity and variety challenges. For example, monitoring usage of electronic publications will no longer mean just a hash mark or check-out card but instead will require technological solutions. Examples of where this data may be available include ILS systems such as EOS, link-monitoring systems such as One-log, or internally- designed systems cobbled together with your IS system. For many libraries that function in the small-and medium-size environment homemade solutions may be required and that is where you will both distinguish the value of the library and be challenged. Larger firms are finding that technology solutions are being developed by vendors who provide a number of ways to track usage and work process.

Here are some examples how firms of various sizes are using technology and data to bring insights to their decision-makers:

Abigail Ross at Keller and Heckman has developed the kludgy but informative process of tracking what users are searching for by working with her IS system. As she describes it, she is able to use the urls generated by keystrokes from a list provided by her IS department. She then reviews



this list to separate actual search strings and can determine if users are clicking through to a source.

The big law firm, Debevois & Plimpton, recently described in an *American Lawyer* article how it used data from reference-tracking software to track when requests come in, in order to optimize work-flow and staffing.³

Our firm, Thompson Coburn, currently uses link-resolving systems, such as One-log, to monitor the usage and value of electronic resources. These resources also can provide data for targeting training, finding advocates of a particular product and identifying super-users for trials and user panels. We have also leveraged our ILS system by barcoding our collection to identify usage rates of print materials.

There are many sources for libraries to look to for data. Start with your vendors: they need this information and may be able to provide more than you would expect. Put different data pieces together such as who is attending training and who is calling the firm's help desk. Do your spending reports match the reports on who is using or checking out material via your ILS system? It is worth thinking about any source you can generate a report for and ask, "How can I match this data to another report to provide information about my library?"

Big Data is not just for validating the purpose of the library, it is increasingly likely to be a resource we will need to help our users. At the 2014 Joint Spring Workshop, Kris Vajs, Library Director at the Federal Reserve Board, described how the board's librarians had become data curators. The Federal Reserve librarians now help to purchase, manage, store, document and assist in the usage of large data sets required by the economists at the board. Law firms are also likely to start using big data to determine pricing, budgeting and legal strategy.

A July, 2014 Law360 article describes using big-data techniques to identify correlations in outcomes to specific patterns or trends in cases which settle versus go to court.⁴ Other large data sets librarians may help with in law firms include organizing comments from regulatory dockets, documenting tweets on particular issues that are now in litigation, and providing training and support for use of government data such as manifest and trade data. While we most likely do not need to know how to run the statistical programs needed by big data, it is clear that we need to know who is developing the capacity and information so that we can serve as the reference point.

Librarians are forward-thinkers; law firms often are not. Big data is an opportunity for us to distinguish ourselves as this trend permeates law. Start small, look at what numbers you are already generating, and ask questions about what more you could know if you supplemented this data. Start by asking your vendors how they are developing data that can help your attorneys; and over time, you will become the expert who stands out in solving those problems. ■

Notes

¹"The Big Data Conundrum: How to Define It?" MIT Technology Review, October 13, 2013. <http://www.technologyreview.com/view/519851/the-big-data-conundrum-how-to-define-it/>

²Charles Duhigg, "How Companies Learn Your Secrets," *New York Times*, February 16, 2012. <http://www.nytimes.com/2012/02/19/magazine/shopping-habits.html?pagewanted=all>

³Cohen, Alan. "Cost Recovery Bedevils Law Librarians Survey Finds," *American Lawyer*, July 24, 2014. <http://www.americanlawyer.com/id=1202660207845/Cost-Recovery-Bedevils-Law-Librarians-Survey-Finds?slreturn=20140825160839#ixzz39Y8XhZzg&LikelyCookieIssue=true>

⁴Wendell, James. "Lawyers Should Think in Terms of Big Data," *Law360*, July 31, 2014. <http://www.law360.com/articles/563210/opinion-lawyers-should-think-in-terms-of-big-data>



Tech Talk

58 Million Options to Improve Written Communications

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A ten-year-old website has fifty-eight million options for you to improve written communications. I'm talking about Flickr and their collection of user photos put online with the Creative Commons Attribution license. Flickr has another sixteen million photos you can use if images are not altered, as well as over 100 million to use for noncommercial purposes. If someone insists you use chess pieces to emphasize strategic decision-making, there are free and cheap alternatives online.

Creative Commons is an open licensing model where creators declare that certain uses of a work are allowed without seeking permission. For instance, one of the least restrictive license types only requires attribution, even if used commercially. Other license types require that you share new works with others, restrict to noncommercial use or that you not change a work you use. For an overview of what these licenses mean, visit Flickr's Creative Commons page: www.flickr.com/creativecommons/. This includes a current count of all licensed photos on their system.

For this Tech Talk column, here are *tips*, *tools* and other *tidbits* about working with Creative Commons content that are applicable to law firms, law schools, courts and agencies alike. If you do it right, you don't have to ask permission.

Creative Commons Tips

- ▶ **Always Attribute:** You wouldn't reference a case or quote a treatise without a proper citation. Always attribute the source you're using and link back to it if published online.

Tech Talk, Continued



Chess School. By Nesster. <https://flic.kr/p/2yPGuW>

▶ **Attribute Uniformly:** Attribution rules are much more flexible than the Blue Book. However you choose to attribute, do it uniformly. Refer to Best Practices for Attribution for guidelines.

https://wiki.creativecommons.org/Best_practices_for_attribution

▶ **License Icons are Helpful:** Each CC license type has a small rectangular icon associated with it. They are easily recognized and help signal that you're using someone else's content.

▶ **Licenses are Computer-Friendly:** Sites with large collections of CC content use

embedded metadata to show when a work is published under a certain license type. This machine readable feature makes them easier to search and sort online.

▶ **Searching is an Art:** Finding the right image for the right purpose can be tricky at times. Many people don't add rich key words to photos, and there are a lot of unusable vacation photos.

Creative Commons Tools

▶ **Open Attribute:** The browser plugin Open Attribute (<http://openattribute.com/>) recognizes embedded metadata and provides a streamlined way to copy

Tech Talk, Continued

 MONEY

 ENVIRONMENT

 WORLD

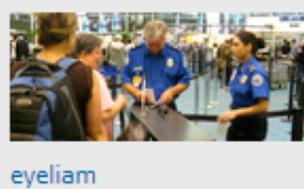
 SCIENCE & TECHNOLOGY

 BUSINESS & INDUSTRY

 HEALTH & PUBLIC WELFARE

Cessation of the Aviation Security Infrastructure Fee (ASIF)

A Rule by Transportation Security Administration on 09/23/2014



The Transportation Security Administration (TSA) is issuing this final rule to conform its regulations to the repeal of the authority to impose the Aviation

Security Infrastructure Fee (ASIF) on air carriers and foreign air carriers in air transportation.

15 NEW DOCUMENTS
IN THIS ISSUE

19 COMMENT PERIODS
ENDING SOON

Screen shot from FederalRegister.gov incorporating: <https://flic.kr/p/5mDbtE>

references to attribute them in your work quickly. It also shows a CC logo in the browser when you're viewing open licensed content.

▶ **Image Search:** Image searches on Google, Bing and Flickr allow you to limit results based on license type. Labels differ slightly with Google, but the plain English is pretty clear, such as "Labeled for noncommercial reuse with modification."

▶ **Plugins:** If you use a platform such as WordPress, a plugin like PhotoDropper automates the search and attribution process for Flickr CC images.

Creative Commons Tidbits

▶ **Federal Register:** Proving that even a Notice of Proposed Rulemaking doesn't have to be visually boring, the Federal Register uses CC photos from Flickr to enhance the central part of their main website: www.federalregister.gov.

▶ **Millions of Photos from The Internet Archive:** The Internet Archive has begun uploading a collection of 12 million images from scanned books. They have 2.6 million so far, and all are copyright free: www.flickr.com/photos/internetarchivebookimages/ Photos are taken from digitized books ranging in publication from 1500 to 1922.

Tech Talk, Continued



Curious about what headnotes and key numbers are and how they work?

UNLOCK THE ANSWERS HERE

69 By DurhamDundee. <https://flic.kr/p/5Th3ie>

► **Open Licenses are Negotiable:** Although open licenses establish terms that don't need to be negotiated, it is still possible that they can be negotiated. Amateur photographer Jeremy Keith allowed one of his Attribution-Only photos to be used in the original Iron Man movie without attribution by negotiating a separate agreement with the movie studio. <http://creativecommons.org/weblog/entry/11118>

On the Georgetown Law Library website, we use photos in a slideshow to advertise databases, classes and resources we've developed. We recently adjusted this to standardize how we cite and link openly licensed photos. Our reference librarians have

found some very compelling photos, such as a very attractive antique key, advertising our guide to the key number system. We hope this drives traffic and keeps folks informed.

If you want good images and are willing to spend your money instead of your time to get content, consider iStockPhoto, owned by Getty Images or Shutterstock. Both have very good collections for reasonable prices. Also, they often let you search by emotion, concept or color.

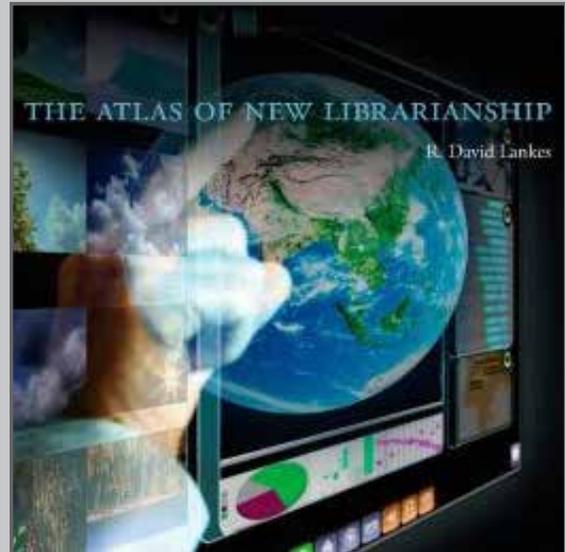
If you've got a few minutes and can work with cropping and posting photos, Creative Commons photos are a great source of content that doesn't impact your budget. Just be sure to attribute works, so photographers get the recognition. ■

Book Review

The Atlas of New Librarianship, R. David Lankes, [MIT Press, 2011]

Amy Taylor

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“I have long contended that a room full of books is simply a closet but that an empty room with a librarian in it is a library.” [p. 16]

The hardest part of writing this book review was tearing myself away from the book. It’s a gorgeous, coffee-table sized tome with an amazing amount of content, and it makes me excited to be a librarian. It’s also one of the most unusual books I’ve ever come across — part manifesto, part guide, part textbook, part cheerleader.

Lankes is a professor in the iSchool at Syracuse, and he collaborated with many students and fellow librarians on the ideas in this book. While he wants us to use this atlas to navigate the future, he is adamant that the atlas itself cannot change anything because we make change. *We make change.* I’ve been reflecting on those words for a while, and I think that part of the reason they feel so empowering is because they turn us into the actors. All too often, we think of change, and experience change, as something that happens to us, usually against our will. But Lankes puts us in the driver’s seat.

He defines new librarianship as participatory librarianship, and he wants us to use the power we have to create knowledge through conversation. [p. 13] We are more than our buildings and collections

Book Review, Continued

because they are just our tools. We respond to our communities, we drive the conversation, we create the meaning.

Layout of the Atlas

The atlas is divided into sections entitled threads and agreement supplements. The book includes a separate, fold-out map of the entire atlas. Within the book, smaller sections of the map appear with their relevant threads and agreements. The book also has a companion website where you can view the map and read the agreement supplements. [available at <http://www.newlibrarianship.org/wordpress/>]

Threads Section

Lankes wants to do more than define aspects of librarianship; he wants to explore the agreements we've made about the relationships between the aspects. And threads are a way to understand these agreements and relationships. He has organized his book into six major threads: "The **mission of librarians** is to **improve society** through **facilitating knowledge creation** in their **communities**." [p. 13] A chapter is devoted to each thread, building from the foundation of the library's mission to both creating knowledge and facilitating its creation and ending with the skills and values needed by librarians to accomplish this.

These chapters of the book are very dense; for example his chapter on knowledge creation

is based on conversation theory (see below). Lankes also has a new twist on an old debate in his chapter on **facilitating**. Lankes views facilitation as sharing ownership, not only of the conversations but of the partnership and the services. [p.65] He advocates dropping the use of the terms "patrons" or "users" in favor of using the term "members". His reasoning is that if you are for the people, you are separate, and you have users and customers. [p. 66] If you are of the people, of the community, then you have members, and you engage in a mission. [Id.]

Agreement Supplements Section

The Agreements section of the book goes into more detail for each agreement mentioned in the Threads section. The agreements are arranged alphabetically and cross-referenced to the proper place on the map and discussion in the threads. I found a few of the agreements to be especially interesting, and I've described them in more detail.

Conversation Theory:

Lankes uses Pask's Conversation Theory and brings it to bear on the work we do. A conversation must have at least two parties using language and coming to shared agreements by use of this language. These agreements are twined together in relationships known as an entailment mesh. Lankes' map is an example of an entailment mesh. The



Book Review, Continued

map is a representation of the memory of the agreements he has theorized and written. [p. 222] Conversation theory seems to be the heart of what he is arguing for: “a process of information interchange in sequence that seeks out agreements.” [p. 222] He also includes the agreement to not agree.

Death of Documents:

This section was one of my favorites in the book. How many collective hours have librarians spent in the past few years pondering and debating the death of documents. Lankes asks, “What is a document anyway?” [p. 232] Before he derails us with a spin into the world of postmodernism and all of that sign/signifier jazz, he brings us squarely back into our familiar debates of permanence and accessibility. My take on this atlas entry is that we need to widen our view beyond permanence to encompass those ideas and the physical and digital forms those ideas take when such forms are less permanent, not published in traditional ways (whether print or electronic), can change forms, and very likely will not exist as long as we wish they would. He gives as an example our content management systems and the conversations these systems facilitate. [p. 233]

Massive Scale:

Lankes makes the point that the changes in technology we are living through are exponential, while our brains are still living in a world that grows linearly. [p. 323] Some of us have responded to this exponential growth by ignoring it, but this means that we aren't part of the conversation to protect access and privacy. Lankes argues that we should embrace this change because we have an ethical responsibility to train the next generation of librarians to deal with terabytes of data. [p. 326]

All this praise is not to say that I found the book without any flaws. Parts of the book focus on library schools and training the next generation of librarians, both of which are for a narrow audience. It also has a US and European focus, but at a certain point, you can only write what you know. I also found it frustrating that the companion website does not include the ability to engage in conversations. It would be easy to put the map online and allow annotations and conversations to flourish around it. But these feel like quibbles. The atlas says something important and says it in a new, fresh way. It is a dense work, and somewhat hard to describe, but it offers a way of thinking about our future that feels more expansive than anything I've read in quite a while. I highly recommend it. If nothing else, maybe we can start a conversation about it. ■



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