**SLIDE 1:** Marx Meets Maslow: the Needs Based Public Library

*'To comfort the afflicted you have to afflict the comfortable' Jean Vanier*

**SLIDE 2:** I would like to take you back to the future. My first book on public libraries, *Developing a Needs Based Library Service*, was published in 2003. This book was a direct outcome of my lead role in a ground breaking research project - *Open to All? The Public Library and Social Exclusion* (2000) – which found that people who used public libraries the most, needed them the least; and people who used them the least, needed them the most. *Open to All* concluded that, in order to reverse this paradigm, and 'to become more than superficially 'open to all', the public library will need to transform itself into a far more proactive, educative and interventionist public institution, with a concern for social justice at its core.'

**SLIDE 3:** After *Open to All?* was published I was asked to speak at a number of conferences and events in the UK. Many of these were not public library, or even library events. For example, I was the keynote speaker at the national conference of NIACE (the National Institute of Adult Continuing Education). NIACE has a broad remit to promote lifelong learning opportunities for adults. NIACE works to develop increased participation in education and training, 'particularly for those who do not have easy access because of barriers of class, gender, age, race, language and culture, learning difficulties and disabilities, or insufficient financial resources'. This definition can also be applied to those who need libraries the most but use them the least and lies at the heart of what I call the Needs Based Public Library.

NIACE commissioned me to write *Developing a Needs Based Library Service* (2003) which was published as part of their *Lifelines in adult learning series*. Some of the other titles in this series included *Community Education and Neighbourhood Renewal, Spreading the Word: reaching out to new learners, Managing Community Projects for Change* and *Engaging Black Learners in Adult and Community Education*. NIACE saw the relevance of *Open to All?* to their work. The same cannot be said of the library profession in the UK. *Open to All ?*, like many other reports before it and after, was quietly shelved and most public libraries carried on as before. Until 2010 that is, when an ideologically driven government began to challenge the need for public libraries because 'everyone can afford to buy books and everyone has access to the internet.' Those libraries which adopted the ideas promoted by *Open to All?* have survived; many others have not.

It was a very different story in Canada where *Open to All?* was well received and helped to inspire the *Working Together Project* which in turn fuelled the Community Led Library movement which has swept across Canada. Canada now has some of the best

community led libraries in the world outside of Scandinavia (Finland, Denmark, Sweden, Norway) and Cuba. Edmonton Public Library is probably the most Community-Led library in Canada and the fact that it has also garnered some international and national awards is not a mere coincidence.

The Community Led Library is not the end of the journey, but a transit point on a never ending quest to meet community needs. If we view public libraries as a spectrum, with the Traditional Library at one end and the Needs Based Library at the other end, the Community Led Library is somewhere around the mid way point. It is a station, not a destination.

**SLIDE 4:** The Traditional Library describes up to 80% of public libraries in Canada. The Community Led Library makes up the other 20%. The Needs Based Library does not exist because it is an asymptote – something that is continually aspired to but never fully achieved. It is a work in progress which can never be completed. It is a journey that never ends.

In this presentation I will describe the ideas of Marx and Maslow and how they can be applied to public libraries. I will use these ideas to explore the fundamental differences between the Traditional Library, the Community Led Library, and the Needs Based Library. And I will apply this analytical framework to my own organisation, Thunder Bay Public Library, to determine whether it is a Traditional, Community Led or Needs Based Library.

Marx

**SLIDE 5:** Marx is critical to an understanding of the Needs Based Library because he introduced the theoretical concept of the Base and the Superstructure. In Marxist theory, human society consists of two parts: the **Base** (or substructure) and **Superstructure.**

**SLIDE 6:** The Base comprises the forces and relations of production into which people enter to produce the necessities and amenities of life. These relations determine society's other relationships and ideas, which are described as its Superstructure.

**SLIDE 7:** The Superstructure of a society includes its culture and ideology. The Base *determines* (shapes) the Superstructure, yet their relation is *not* strictly causal, because the Superstructure often influences (maintains) the Base; the influence of the Base, however, predominates. In Orthodox Marxism, the Base determines the Superstructure in a one-way relationship.

**SLIDE 8 / 9:** If we apply this concept to public libraries we can interpret the Superstructure as the organizational culture ('the way we do things around here')  and the Base as the Strategy (what we do and why we do it), Structures (staffing and

services) and Systems (policies and procedures). In this model the Base (Strategy, Structure, Systems) determines (conditions) the Superstructure (Culture). But their relation is *not* strictly causal, because the Superstructure (Culture) often influences the Base (Strategy, Structure, Systems); the influence of the Base (Strategy, Structure, Systems), however, predominates

**SLIDE 10:** The other Marxist concept which is relevant to the Needs Based Library is the maxim of '**From each according to his ability, to each according to his needs.'** This slogan was first used by Louis Blanc in 1851 and popularized by Karl Marx in 1875. The principle refers to free access and distribution of goods and services. In the Marxist view, such an arrangement will be made possible by the abundance of goods and services that a developed communist system will produce; the idea is that, with the full development of socialism and unfettered productive forces, there will be enough to satisfy everyone's needs.

**SLIDE 11:** If we translate this thinking into public libraries we can interpret 'from each according to his ability' as every citizen (including library workers and patrons) will make his or her particular contribution to the activities of the public library according to his or her strengths (capacity and talents). In this model public library services are co-produced (from planning and design, through to delivery and evaluation) by the public library and the community working together in partnership, to share their strengths (capacity and talents).

Maslow

**SLIDE 12 / 13:** Maslow described human needs as ordered in a hierarchy – a lower level need would have to be mostly satisfied before someone would give their attention to the next highest need.

- At the bottom of the hierarchy are the **Physiological** needs of a human being: food, water, sleep.
- The next level is **Safety Needs**: Security, Order, and Stability. These two steps are important to the physical survival of the person. Once individuals have basic nutrition, shelter and safety, they attempt to accomplish more.
- The third level of need is **Love and Belonging**, which are psychological needs; when individuals have taken care of themselves physically, they are ready to share themselves with others, such as with family and friends.
- The fourth level is achieved when individuals feel comfortable with what they have accomplished. This is the **Esteem level**, the need to be competent and recognized, such as through status and level of success.

- Then there is the **Cognitive level**, where individuals intellectually stimulate themselves and explore.
- After that is the **Aesthetic level**, which is the need for harmony, order and beauty.
- At the top of the pyramid, **Self Actualization** occurs when individuals reach a state of harmony and understanding because they are engaged in achieving their full potential. Once a person has reached the self-actualization state they focus on themselves and try to build their own image. They may look at this in terms of feelings such as self-confidence or by accomplishing a set goal.

**SLIDE 14:** The first four levels are known as **Deficit needs** or D-needs. This means that if you do not have enough of one of those four needs, you will have the feeling that you need to get it. But when you do get them, then you feel content. These needs alone are not motivating. Maslow suggested that there are certain conditions that must be fulfilled in order for the basic needs to be satisfied. For example, freedom of speech, freedom to express oneself, and freedom to seek new information are a few of the prerequisites. Any blockages of these freedoms could prevent the satisfaction of the basic needs.

If we translate this concept into public libraries we can interpret the public library as playing a role in meeting all of these different levels of needs, from the most Basic or Physiological needs, right up to the need for Self Actualization. The public library has historically focused on meeting the higher level needs – the Cognitive, Aesthetic and Self Actualization needs.  The public library has not been so interested or involved in meeting the lower level needs – the Basic, Safety, Belonging and Esteem needs. Yet, as Maslow pointed out, until these needs are met, people cannot move up the hierarchy to meet their higher level needs. This helps to explain why public libraries are only actively used by 20% of the community. And this is where Marx meets Maslow.

**SLIDE 15:** An **Active Library User** is a library card holder who uses a wide range of library services on a regular basis. Active users use the library the most but need it the least, because their lower level needs have already been met.

**Passive Library Users** typically make up 30% of the local community. A Passive User is a library card holder who visits the library on a one-off or occasional basis. Passive users have a range of met and unmet needs across the Maslow spectrum.

**Non Library Users** typically make up 50% of the local community. A non user is someone who does not have a library card and does not visit the library. Non users use the library the least but need it the most, because their lower level needs have not been met.

Public libraries can play a significant role in meeting all of the needs in the Maslow hierarchy. At the Basic and Safety level we can work in partnership with organizations which provide food and shelter. Or we can directly employ outreach and community development workers who focus on those with the greatest needs. At the Belonging and Esteem levels we can help to make people feel a part of the local community by providing democratic public space and becoming the living room of the community. We can also provide some of the conditions that must be fulfilled in order for these basic needs to be satisfied, such as freedom of speech, freedom to express oneself, and freedom to seek new information. We are already well practiced in enabling people to meet their Cognitive, Aesthetic and Self Actualization needs.

So let us now apply Marx and Maslow to the Traditional Library, the Community-Led Library and the Needs Based Library.

**SLIDE 16:** Traditional Library

*'Bad libraries build collections'* (David Lankes)

The **Strategy** is focused on the needs of Active Library Users. These 'dominant readers' are predominantly white, middle class, female and over 55. The needs of these users are assumed because they reflect the needs and values of library staff.

**SLIDE 17:** The **Staff Structure** is a bureaucracy in which power is distributed according to position within the hierarchy. Staff are organised in rigid vertical silos or departments. Communication within the organisation is also vertical. Leadership is position based, with most of the control and resources concentrated at the top of the hierarchy.

Staff have little sense of purpose, autonomy or mastery. Each person has exactly one job description. That description is often imprecise, outdated, and irrelevant to their day-to-day work. In Traditional Libraries managers loosely delegate authority, but ultimately, their decisions always trump those they manage and everybody knows it. Any initiative outside the norm typically requires the bosses approval, explicitly or implicitly.

In Traditional Libraries, the organization chart gets revamped every few years. These cyclical 'reorganizations' are an attempt to keep up with the changing environment, but since they only occur every 3 to 5 years, they are almost always out-of-date.

The **Service Structure** is highly traditional and focused on collections and buildings. Services are divided into Children's, Adult, and Reference, with staff being scheduled and operating from separate desks. The buildings were located for historical reasons, and are organised into spaces with defined single-use functions. Services are provider-

led and community engagement is at the Passive (local residents and organisations are informed of issues by the Library) and Reactive levels (local residents and organisations provide input into the priorities and resource use of the Library).

The **Systems** are disabling with a strong focus on rules and regulations which are designed to exclude. For example, library layouts and signage which only make sense to staff and Active Users (the included), and punitive fines and fees which are a barrier to those on low incomes.

**SLIDE 18:** From a **Marxist** perspective the **Base** (Strategies, Structures and Systems) and **Superstructure** (Culture) are designed to maintain the status quo and  the public library is an agency of social control.  Services are offered on a one model fits all, take it or leave it basis. The strengths (capacity and talents) of library workers are not fully used to meet the needs of the local community. The motto is 'If it is not broken, then it does not need fixing'. Things are done a certain way because 'that's how we've always done it', and these implicit rules are hard to change. Often no one knows why these rules exist, who decided them, or who can change them. This makes distributing authority almost impossible, because there is no way to ensure that everyone is following the same set of rules.

**Slide 19:** From a **Maslow** perspective the Traditional Library focuses on meeting higher level needs (Cognitive, Aesthetic, Self Actualization).

**SLIDE 20:** Community Led Library

*'Good libraries build services'* (David Lankes)

The **Strategy** is focused on the needs of current (Active) and potential (Passive) users. The needs of these users are not assumed but assessed, via a range of tools including community profiling and community asset mapping.

**SLIDE 21:** The **Staff Structure** is a matrix in which power is distributed and shared throughout the organisation. Staff are grouped into teams and communication is both vertical and horizontal.  Position descriptions are loosely prescribed and staff have a good sense of purpose, autonomy and mastery. Leadership is team based, with control and resources devolved to a tactical level.

The **Service Structure** is flexible and focused on services and outreach. Staff scheduling is integrated and services are delivered via roving within library buildings and outreach programs to community settings.  Library spaces are multiple-use and services are community-led. Community engagement is at the Participative (local

residents and organisations influence the priorities and resources of the Library) and Empowerment levels (local residents and organisations work in shared planning and action with the Library).

The **Systems** are enabling with a flexible framework of guidelines and best practice which shape and inform service delivery. This framework is continually updated based both on what works and what is changing in the community. New systems are piloted and embedded or dropped depending on whether they are desirable, useful and useable.

**SLIDE 22:** From a Marxist perspective the **Base** (Strategy, Structures, Systems) and the **Superstructure** (Culture) are designed to ensure that the Library is continually evolving and changing for the better and the public library is an agency of social inclusion. A range of flexible, nimble and adaptable services are offered which seek to match the strengths (capacity and talents) of library workers with the needs of the local community. The motto is 'Let's try to make things better'. Things are done in a spirit of curiosity and exploration and there are no hard and fast rules,  which makes them easy to change. Staff  know why the guidelines exist, had a role in deciding them, and can put forward suggestions for changing them. This makes distributing authority easier because everyone is following the same framework.

**SLIDE 23:** From a **Maslow** perspective the Community-Led Library meets a mix of deficit needs (Belonging, Esteem) and higher level needs (Cognitive, Aesthetic).

**SLIDE 24:** Needs Based Library

*'Great libraries build communities'* (David Lankes)

The **Strategy** is focused on the needs of Non Users and particularly those with the greatest needs. Community needs are identified, prioritised and met via co-production The Library and the Community work together in the planning, design, delivery and evaluation of library services.

**SLIDE 25:** The **Staff Structure** is a Holacracy which removes power from the management hierarchy and distributes it across clear roles, which can then be executed autonomously, without a micromanaging boss. The work is actually *more* structured than in a Traditional Library, just differently so. The Traditional Library hierarchy is replaced by a series of interconnected but autonomous Circles. This shift can dramatically increase a Library's capacity to adapt to changing conditions. It also allows these Libraries to have both alignment and agency without the typical pathologies of

'leaderless' groups or autocratic micromanagement that slows everything down. There is a clear set of processes for how a Circle breaks up its work, and defines its roles with clear responsibilities and expectations.

Staff have multiple roles, often in different Circles, and those role descriptions are constantly updated by the Circle actually doing the work. This allows people a lot more freedom to express their creative talents, and the Library can take advantage of those skills in a way it couldn't before. Since roles are not directly tied to the people filling them, people can hand-off and pick-up new roles fairly easily. But more than that, it means that when you're filling a role, you're able to energize the work with a level of clarity and awareness most traditional employees don't have. The roles are vested with authority, not the people. This means that the roles and the authorities can be constantly updated without office politics. The agility that this provides comes directly from distributed authority. Authority is truly distributed and decisions are made locally by the individual closest to the front line. Circles are self-organized: they're given a purpose, but they decide internally how to best reach it.

The **Service Structure** is needs-led and focused on communities and community development. The service structure is updated every month in every Circle i.e. what roles are doing and owning what work or decisions. This happens in frequent incremental steps rather than rare massive changes, and it happens in every Circle at all levels. The Library reorganizes itself as often as necessary to capitalize on a learning opportunity or address a critical problem. This happens in frequent 'governance meetings' where roles and processes are revised given what's actually happening in the Circle. Services are delivered via partnership working with a range of organizations and community development through relationship building. Community engagement is at the Leadership level with local residents and organizations initiating and leading on issues with support from the Library.

The **Systems** are empowering with authority distributed not from the leader at the top to a group of people, but to an explicit process defined in detail in a written document: the Constitution. Everyone is bound by the same Constitution, even the CEO. The transparency of the Constitution means that you no longer have to depend on office politics to get things done. With the Constitution made accessible to everyone, anyone in the Library can quickly figure out who owns what, the decisions he or she can make, and who to hold accountable for which functions.

**SLIDE 26:** From a **Marxist** perspective the **Base** (Strategy, Structures, Systems) and the **Superstructure** (Culture) are designed to ensure that the Library is in a constant state of transformation and disruptive innovation and the public library is an agency of social change. The Needs Based Library has an under pinning philosophy and set of

values – social justice – and a new way of thinking, acting and working - critical librarianship. The motto is 'If it is not broken, let's break it anyway and see if we can make something better out of it.' Critical librarianship seeks to be transformative, disruptive, innovative, empowering, and a direct challenge to power and privilege. Librarians that practice critical librarianship strive to communicate the ways in which libraries consciously and unconsciously support systems of oppression.

**SLIDE 27:** From a **Maslow** perspective the Needs Based Library focuses on meeting deficit needs (Physiological, Safety, Belonging, Esteem).

**SLIDE 28:** Thunder Bay Public Library

Most public libraries have a Base and Superstructure which contain elements of all three Libraries – the Traditional, the Community Led and the Needs Based. By using a balanced score card approach you can determine where your Library lies on the Traditional - Community Led – Needs Based spectrum. I will demonstrate this balanced scorecard approach with my own organization, the Thunder Bay Public Library.

**The Strategy of TBPL is Needs Based**

The Strategy of TBPL was developed using an inclusive process which engaged all major stakeholder groups (board, staff, partners) and every section of the community (active users, passive users, non users). An outcome of the strategy development process was a Community Action Panel (CAP), a permanent but ever-changing group of local citizens, which ensures that the voice and needs of the community continue to be reflected in library service planning, design, delivery and evaluation. For example, the idea for a Makerspace at TBPL came from the CAP and this was one of their very first ideas which we put into action.

TBPL has five key strategic directions – encouraging Lifelong Learning, promoting Inclusion and Diversity, supporting our Local Economy, embracing Change and Innovation, and fostering Community Well-Being and Personal Growth. As well as determining the direction of TBPL these strategic objectives are also embedded in Thunder Bay Counts, which is a city-wide initiative that requires collaboration between a wide range of institutions and community groups who are all working towards achieving the same three main outcomes:

An inclusive connected community: An inclusive community is one where all people are honoured and included regardless of race, age, disability, gender, sexual orientation or income.  A connected community is one where all people can get the help they need, find opportunities to contribute, or simply get where they need to go.

A community free from the effects of poverty: Poverty is not just about income. Poverty is about inequality and exclusion. New Canadians, lone-parent families, youth, Aboriginal peoples, women, racialized peoples, and individuals with mental health issues and disabilities are more likely to live in poverty.

A prosperous and vibrant community: In order to be a strong community, Thunder Bay needs an economy that creates good quality jobs for its residents. A prosperous economy supports new businesses that work in various sectors and create opportunities for workers in creative ways.

These goals are focused on those with the greatest needs (deficit needs), many of whom are library non users, and so this strategy meets both the Marx and Maslow criteria for a Needs Based library.

**The Staff Structure of TBPL is Traditional**

TBPL currently has a rigid, fixed, hierarchical bureaucracy in which 'position power' is highly valued. Services are delivered via departments and branches which operate as independent silos with their own power structures and hierarchies. Information and power is transmitted via fixed 'hard lines' which enable stability, consistency and clarity. The structure is judged on its ability to create and maintain these conditions as they in turn enable a comfortable working environment. There are more knowns than unknowns and every question can be answered. Power and authority is determined by your place in the hierarchy. The downside of this model is that bureaucratic hierarchies also tend to nurture complacency, inertia and stagnation. A 'culture of comfort' can prevent change from happening. 'Better safe than sorry', 'Why rock the boat?' and 'If it is not broken we do not need to fix it' are common attitudes within bureaucratic organisations. The status quo is the 'norm' against which all proposed changes are measured. People literally 'know their place in the organisation' and are encouraged to stay there and 'mind their own business'. Everyone is an expert in their own area of work. A 'Jack (or Jill) of All Trades' is by definition not a desirable or competent member of the workforce.

This combination of  hierarchy, silos and position based leadership makes the staff structure Traditional in terms of the Marx and Maslow criteria.

**The TBPL Service Structure is Community Led**

TBPL is taking a community led approach to service delivery by working with a wide range of agencies and community groups. Here are just two of these initiatives at Waverley Library:

 Makerspace – Supported by funding from the Northern Ontario Innovation Centre, TBPL formed a partnership with Ohmbase, a local Maker Group, who needed space in

a busy down town location. In Jun 2015 the TBPL Makerspace opened in the Waverley basement providing 750sq ft. of enclosed space that included the most professional and highest resolution 3D printer in Northwestern Ontario, a computer lab and several innovative programs like public and commercial 3D printing services, science week demonstrations, and teardown Tuesdays where kids and their parents learn how to work with shop tools by taking apart old equipment. Since opening, the TBPL Makerspace has expended to include an open meeting space which hosts the Innovation Centre's 'Learn to code' program.

Small Business Zone – In late 2015 TBPL collaborated with the Community Economic Development Commission and the Innovation Centre to develop a proposal for a Small Business Zone at Waverley library. Funding of $100K was awarded by FedNor to develop and support the activities of the Small Business Zone, with $50K being used to establish the Small Business Zone space and $50K being used to develop the new businesses. The Small Business Zone will meet the needs of local businesses and these could range from simply a space to meet and look professional, to meet up with other small businesses or to access TBPL resources. Their needs may only be a single desk for a few weeks or months, they may suddenly need a lot of space or need to book the meeting space or auditorium for a presentation or project.

Both of these initiatives demonstrate Community Led leadership through participative and empowerment models of community engagement, with a focus on both deficit and higher level needs, which meet the Marx and Maslow criteria of a Community Led Library.

**The TBPL Systems are Traditional**

TBPL Systems are Traditional because they are still based on rules and regulations which are designed to be disabling. I would argue, for example, that any public library which continues to charge fines has by definition a Traditional System, because research has shown that fines are a major deterrent to library use. At TBPL we continue to charge fines, despite knowing that they are a significant barrier to access. We also continue to operate other arbitrary rules such as fixed loan periods and loans restrictions which tend to disable and limit access. As such these Systems meet the Marx and Maslow criteria of a Traditional Library.

**The TBPL Culture is Traditional**

**SLIDE 29:** You will recall that the Base (Strategy, Structures, Systems) *determines* (shapes) the Superstructure (Culture), yet their relation is *not* strictly causal, because the Superstructure often influences (maintains) the Base; the influence of the Base, however, predominates. In Orthodox Marxism, the Base determines the Superstructure

in a one-way relationship. If we look at the balanced score card for TBPL at this moment in time we will find that the Base is 50% Traditional (Staff Structure and Systems), 25% Community Led (Service Structure), and 25% Needs Based (Strategy). Given that the Base (Strategy, Structures, Systems) shapes the Superstructure (Culture) the fact that 50% of the Base (Strategy, Structures, Systems) is Traditional determines that the Superstructure (Culture) is also Traditional. Social control and maintenance of the status quo remain the defining characteristics of  the TBPL culture which meet the Marx and Maslow criteria of a Traditional Library.

**SLIDE 30:** It follows that any changes in the Base (Strategy, Structures, Systems) will lead to changes in the Superstructure (Culture) and we are already starting to see this happen at TBPL. The future TBPL staff structure will be a flexible, agile and nimble matrix in which power will be shared via a pool of individual strengths, which will be drawn from every part of the organisation. Information and power will be shared both vertically and horizontally via a complex web of 'hard' and 'dotted lines' and overlapping circles. This structure will be assessed on its ability to respond quickly to changing circumstances, and to make change happen. There will be more unknowns than knowns and more questions than answers. Power and authority will be derived from staff strengths (knowledge, skills and talents) and their understanding of community needs. This structure will be messy, confusing and sometimes even a little chaotic. These are inevitable, intentional and desirable outcomes of this new way of working. This model will require high levels of planning, co-ordination and communication. It will create a healthy level of discomfort and innovative disruption which will prevent reversion to the status quo or the settling down into new fixed working patterns. 'The only constant is change', 'Let's rock the boat and see what happens', and 'Let's break it to see if we can make something better' will be common mind sets in this organisation. No one will know 'their place' because there will be no fixed places, just ever changing and overlapping services, projects and programs. Generalists and 'all-rounders' will be able to add as much value as experts and specialists. These features will meet the Marx and Maslow criteria for a Community-Led Library.

TBPL is also starting to change its Systems from a Traditional transactional (1.0) operating model to a Community-Led participative (2.0) model through the implementation of RFID self check technology. This will shift power from the staff to the patron who can now control most of their interactions with the library. As well as giving patrons the opportunity to 'step into their own power', RFID has released staff capacity for interaction with library users, and to develop outreach programs to engage potential users. It is this combination of   participation, empowerment and outreach which will meet the Marx and Maslow criteria of a Community Led library.

**SLIDE 31:** When these changes are full embedded at the TBPL balanced score card will read as follows: the Base will be 75% Community Led (Staff Structure, Service Structure, Systems) and 25% Needs Based (Strategy). This should lead to a shift in the Superstructure (Culture) from Traditional to Community Led. It may take some time for the changes in the Base to feed through to the Superstructure because cultural change can take 5, 10 or even 15 years to become embedded and sustainable. But once the Base is changed it is inevitable that the Superstructure will start to reflect it at some point in the future. As captain of the good ship TBPL I can already sense that, as I turn the wheel of the Library supertanker, small but discernible changes in direction are starting to happen.

**SLIDE 32:** Questions

David Lankes (2012*) Expect More: Demanding Better Libraries for Today's Complex World*

Karl Marx (1859) *A Contribution to the Critique of Political Economy*

Karl Marx (1875) *Critique of the Gotha Program*

Abraham Maslow (1954) *Motivation and Personality*

Abraham Maslow (1943) *A Theory of Human Motivation*

David Muddiman et al (2000) *Open to All? The Public Library and Social Exclusion*

John Pateman (2003) *Developing a Needs Based Library Service*

John Pateman & John Vincent (2010) *The Public Library and Social Justice*

John Pateman & Ken Williment (2013) *Developing Community Led Public Libraries*

|  | **Traditional (80%)** | **Community Led (20%)** | **Needs Based (0%)** |
|---|---|---|---|
| Lankes | Bad libraries build collections | Good libraries build services | Great libraries build communities |
| **Marx - Superstructure** | | | |
| Strategy | Active users<br><br>Assumed needs | Potential users<br><br>Assessed needs | Non Users<br><br>Greatest needs |
| Structure<br><br>Staff | Hierarchy<br><br>Silos | Matrix<br><br>Teams | Holacracy<br><br>Circles |
| Structure<br><br>Services | Passive, reactive<br><br>Buildings, desks | Participative, empowerment<br><br>Roving, outreach | Leadership<br><br>Partnerships, community development |
| Systems | Disabling<br><br>Rules | Enabling<br><br>Framework | Empowering<br><br>Constitution |
| Performance | Quantitative statistics | Qualitative evaluation | Outcomes and impacts |
| **Marx - Base** | | | |
| Culture | Social control<br><br>Status quo | Social inclusion<br><br>Evolution | Social change<br><br>Transformation |
| **Maslow - Needs** | | | |
| Level | Cognitive, Aesthetic, Self actualisation | Belonging, Esteem, Cognitive, Aesthetic | Physiological, Safety, Belonging, Esteem |