

## Praise from RADAR participants

*“RADAR will continue to be useful in gathering ideas to plan/market/promote/assess customer needs and desires.”*

*“I really enjoyed the Customer Panel. The members were very articulate and informative. The opportunity to ask clarifying questions was also useful.”*

*“RADAR offers an excellent tactic to gather information.”*

*“It was helpful to see ourselves from the customer and the competitors viewpoint.”*

## Who We Are

The goal of Dougherty and Associates is to help organizations meet the challenge of managing continuous change. Its principal Richard M. Dougherty works with public and academic libraries, and other types of organizations to create visions that can be transformed into strategic action plans. He has served as consultant to libraries around the world in such areas as management, systems planning, and managing organizational change.

Dougherty previously served as director of the University of Michigan Library for 10 years and the University of California Berkeley for six years. He also edited *College & Research Libraries* for five years. In 1974 he founded Mountainside Publishing Co., publishing and editing the *Journal of Academic Librarianship* for the next 20 years. He was also a professor at the University of Michigan School of Information from 1988 to 1998.

A past president of the American Library Association, Dougherty holds a doctorate from Rutgers. He also completed a nine-month program offered by Lippitt and Associates on planned change for organizations. He received an honorary doctorate from his alma mater Purdue University in 1991 for his work in academic libraries and on behalf of ALA. He also received an honorary doctorate from Stellenbosch University in South Africa in 1995 for his fight on behalf of libraries worldwide against rising costs of library periodical subscriptions. He has received numerous honors from library associations, including the Hugh Atkinson and Joseph Lippincott awards.

For more information or to schedule a RADAR session, contact:

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# Target Your Library Competition and Identify User Needs With **RADAR**

*Recognizing Actual Desires And Requirements*

*“We were very focused on internal issues, but hearing from actual users made us much more aware of the library’s relationships to the community it serves. What I found most impressive was how the process burst the staff’s bubble of complacency about the need for change”*

*Jack O’Gorman, University of Dayton*

## Introducing RADAR

“Business as usual” is not an option for any library. Today’s library customers have more choices than ever... from the Internet and super-bookstores, and increasingly, commercial information providers. It is no longer possible for a library to provide passive access to information and expect to survive and thrive. Delivering services that meet our customers’ needs and desires is essential for libraries of all sizes and types. Yet marketing planning and strategy don’t always come naturally.

RADAR is a powerful new tool specially designed to keep library staff in touch with their customers. Fast, flexible and cost-effective, RADAR can help you gather valuable data and insights for both long-range planning and immediate action.

### Objectives

- To generate valuable planning information about the current and changing needs of library users.
- To identify constructive action librarians can take to respond to their users needs and desires.

Key elements of RADAR are panels of actual users (competitors or non-users) in dialogue with library staff. Panelists share how they obtain information, what sources they use, and why they make the choices they make. Panelists also discuss what the library can do to become a more valuable resource and respond to specific issues and concerns, such as navigability of the library’s Web site. RADAR consistently produces a wealth of actionable planning information.

### How it works

RADAR is unique in its ability to tap the knowledge and expertise of the group most familiar with the needs and preferences of library users—the library’s own staff. They are the people who listen to and interact with users on a daily basis. By taking full advantage of this knowledge both in pre-planning and in face-to-face dialogue, RADAR helps zero in on the needs and concerns of today’s library users. It can be used instead of—or in addition to—focus groups, surveys and other customer feedback measures.

## Day One

In a pre-planning day, Dougherty and Associates work with the library administration and selected staff to review objectives, design questions and exercises that address local needs, and set up user panels. This may also include interviews with individual staff members to assess who should participate, and to gather information to direct the RADAR panels. Also in the planning phase, the process can be adapted to focus on competitors and nonlibrary users or on particular aspects of library service.

## Day Two

The RADAR day consists of a series of moderated exercises and discussions involving library staff and targeted groups such as users, nonusers and competitors. At the heart of RADAR is dialogue between library staff and panels of library users (or nonusers) who share how they obtain information, the sources they use and why they make the choices they make, also their impressions and experiences using the library.

Following presentations by panelists, staff have the opportunity to seek clarification, consider the implications of what they have heard, and offer suggestions about how the library might respond to what they have heard.

### Benefits

- Designed to be both time and cost effective, RADAR offers several advantages:
- It is flexible, and can be used to gather data that helps library management plan a future course of action, or produce corrective action can be implemented beginning tomorrow.
- It takes full advantage of staff experiences and knowledge to jumpstart an assessment process.
- Unlike most surveys or focus groups, the library can learn a great deal about its users in a matter of days, saving both time and money.
- Library staff learn first-hand about their customers’ needs and desires, likes and dislikes and can put that knowledge to immediate use.

## Who should participate?

Ideally, every staff member or a cross section of staff—everyone from pages and student assistants to the director—should participate. RADAR will invigorate all aspects of library service from strategic long-range planning to Web-based services to in-person customer relations.

### Tune in with RADAR—Here’s an example of how the RADAR process can be used to help a library review a specific program—its Web site. Consider. . .

- Are students and researchers able to find what they want using your Web site?
- Are all of the key terms understandable?
- Are potential users aware of the library’s full-text data bases?
- Do they know what full-text means?
- What better way to get the answers to questions like these than by going directly to customers, plus harvesting the knowledge and experience of staff who work with them.?
- RADAR can generate a wealth of helpful and insightful information about the effectiveness of your Web site, outreach and other library programs and services.