



A Newsletter from the Library Binding Institute

## Special New Year Edition! Welcome to 2008!

### A New LBI in 2008? Members Invited to Comment On Organizational Direction

The LBI membership has been invited to comment on the organization's direction via an email sent December 17, 2007, containing proposed motions drafted by the board of directors. The initial deadline for comment, January 4, has been extended by a week so as to give those not available during the holidays an opportunity to participate. A bulletin board service has been initiated to encourage dialogue.

So far, member feedback via the bulletin board service includes:

*"It is refreshing to see some action on this matter. It is time for a change and the time is now."*

*"The proposed direction really seems to be a fantastic opportunity for the organization. Speaking as one of the enthusiastic members at the fall meeting, I could not be more thrilled with the proposed motions put forth by the Board earlier this week."*

*"Before taking this big and irreversible step, all LBI members should be polled. The message board is fine, but many*

*will not participate... Please give this matter your deepest consideration and reply to your fellow library binders as one of your highest priorities."*

*"I encourage all of our members to think positively about the idea and to be bold enough to embrace it. We have stagnated in our comfortable exclusivity far too long. I believe there is a new and much better book world for us. It's just over the*

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The proposed motions include

language referring to a new organizational name, expanded membership categories, and a dues structure for the added categories. If you would like a copy of the proposed motions, please contact Debbie Nolan at the LBI office, via email, at [dnolan@hardcoverbinders.org](mailto:dnolan@hardcoverbinders.org). All LBI members are enthusiastically encouraged to share their views via the bulletin board service.

#### Also in this issue

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*"Regarding the LBI conference and seminar, I really want to thank you for giving us BMI-types the opportunity to attend. I found it to be very worthwhile. I learned a lot from the tours on Friday and all the speakers on Saturday. As I mentioned in my remarks, I'm enthusiastic about LBI's decision to become HBA and open its membership up to non-certified binders. A number of the members of BMI's task force felt strongly that the course you chose was the one that would make the most sense for LBI. I hope this works out well for you. As I said at the seminar, a vibrant LBI (HBA) is an asset to the whole industry."* Bill Upton, Malloy Incorporated, Immediate Past President, Book Manufacturing Institute

## New Ways of Communicating...

### How to Speak Up Without Causing a Blow-Up

Originally published in ASAE & The Center's *Communication News* for December 2007; (c) David Maxfield.

Think of the last time your boss gave you an unreasonable deadline or pulled a key member from your team. How did that make you feel? Think about the last time a colleague lied to you, failed to keep a promise, or was disrespectful to your face. How did you handle it? In studies of situations like these, my organization has found that what most people do is this: They either clam up because they figure it's politically unwise to speak up, or they hold their anger inside until they eventually blow a gasket.

That is, they toggle from silence to violence. But neither method gets results, and each comes with considerable costs. To succeed in association management, you need to understand how this happens—and how to diminish the cost of stunted communication by learning how to handle crucial conversations about workplace problems.

#### Why Do We Routinely Toggle From Silence to Violence?

We go to silence because we *dread* crucial conversations. These are interactions where stakes are high, opinions differ, and emotions run strong. We fear them because our past experience has taught us that if we're both emotional and honest, bad things are likely to happen. So we figure that it's better to let others speak up and suffer the slings and arrows of emotion-fed candor.

We go to violence because we're so *unskilled* at holding crucial conversations. Although research shows that skill at crucial conversations is the



David Maxfield

key to influence, job effectiveness, and even marital success, most of us have little or no formal training on the topic. Not so much as 10 minutes. We've developed our existing style by watching our parents, friends, and former bosses. There's a scary thought. One study shows we learn a significant number of our conflict-management skills from watching television. That's even scarier.

When we do decide to speak up, we typically employ sarcasm, caustic humor, guilt trips, debate tactics, and other forms of verbal violence. Eventually we note that we're in trouble for having said something offensive and pull back into silence. We toggle from silence to violence and back again, and it's not a pretty picture.

#### How to Speak Your Mind in a Way That Gets Heard

These helpful tips will help you handle crucial conversations productively.

**Reverse your thinking.** Most of us decide whether to speak up by considering all the risks. How will our boss take it? Will she be offended? Will he retaliate? Then we add up all these risks and end up talking ourselves out of saying anything. Those who are best at crucial conversations reverse the math. Instead of adding up all the bad things that could happen if they *do* speak up, they add up all the bad things that could happen if they *don't* speak up. They realize if they don't share their views, they will have to live with the consequences.

#### Ask yourself, "What do I really want?"

The first thing to degrade during a crucial conversation is not our behavior, but our motives. When we feel threatened, our

*(continued page 6)*

#### Something to Think About

The ability to innovate depends on the organization's capacity to overcome its prevailing orthodoxy, which is a particular challenge for tradition-oriented organizations such as associations. Innovation also demands that associations leverage a constant flow of knowledge from a variety of sources distributed across the organization. Still, innovation isn't usually a natural act for associations, their CEOs, volunteer leaders and or staff. Nevertheless, innovation is the only way that associations will be able to develop the breakthrough offers that will sustain their relevance and help them develop closer relationships with members in the years ahead. — *CEO Dialogue: Leading Associations in the 21st Century* (American Society of Association Executives)

## Change Can Be Evolutionary and Revolutionary

I've come across some interesting quotes related to change recently. The following came from an ASAE online course description - "Change can be categorized as evolutionary or revolutionary. Evidence of evolutionary change is made with incremental changes in systems over time. Revolutionary change refers to a sudden change of state and is radical in nature."

Any successful business requires an ongoing evaluation of processes and routines. The best software available in 1998 does not offer the efficiencies and innovation of software developed ten years later. Today, workflow systems are more streamlined, new technologies pave the way for providing new and/or better products faster and cheaper, and customer expectations continue to change. What will "on demand" look like in one year, three years, ten or twenty years? By examining current and new models on a regular basis, and adapting accordingly, a healthy environment for growth is sustained.

Many times incremental or "evolutionary" change works just fine if the systems in place are evaluated and modified on a regular basis. Other times, a radical or "revolutionary" change is required to break free from old patterns. Evolutionary is sometimes more comfortable; revolutionary can cause discomfort. There is a time and place for both.

The core value that LBI continues to offer members and nonmembers is expertise in hardcover binding. When LBI was first formed, this applied almost exclusively to library binding.



These days it applies to much more than library binding. This expertise in hardcover binding is not addressed exclusively by any other association. This is what LBI has to offer.

Whatever form LBI takes in the coming year, its core reason for existence will remain unchanged. What will change are the organization's strategic vision, scope, and purpose. By allowing an influx of new members looking to find a hardcover binding home, the benefit to current members

includes an environment conducive to the development of new business relationships and learning about new processes, systems, and products beyond the scope of library binding.

Whether evolutionary or revolutionary, change requires a leap of faith. This combined with due diligence, a strategic plan, strong leadership, and engaged members is a winning combination!

I wish all LBI members and friends a vibrant and healthy 2008. Happy New Year!

P.S. Many thanks to Eleanor Angoff who recently donated two volumes of Dudley Weiss' papers and one volume of his book, *My Years With LBI - A Personal History*, to the LBI archives.

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## Technical Director's Report by Werner Rebsamen

### A Look Back and A Look Ahead

#### **As predicted. It is becoming one, great melting pot.**

The year 2008 is going to be pivotal for the introduction of new, continuous web digital print systems. Why is this of interest to library binders? Those of us attending the LBI Fall meeting saw that, at Bridgeport National Bindery, toner-based digital printing has become an everyday endeavor used in small-run and on-demand printing and binding. They are not the only ones. Many library binders have added similar equipment and started to offer complete services to get books printed and bound. One must wonder how long library binders will retain the exclusive title of "Bindery." We are not alone. Our colleagues on the other side need to look for new directions as well.

Book manufacturers and library binders went separate ways in 1935 and founded their own trade associations. Not so long ago, book manufacturers only concentrated on large runs and virtually never accepted jobs under 5,000 books. Library binders concentrated on very small editions and especially on individual items to bind. Equipment suppliers kept those two very different industries supplied with appropriate tools and machinery. Book manufacturers were simply not interested with small runs and

had no idea of how to cope with individual items to print and bind. I know, because I worked in a large book manufacturing establishment as sample maker. Out of at least 600 employees working in the bindery, I was the only one capable of binding various styles of books by hand and writing the specifications for production. The assortment included hard-covers, Smyth-sewn and side-sewn books, flexible Bible covers, leather-lined covers, zipper-closed Bible covers, and deluxe leather editions, to name a few. Everybody else in the large book manufacturing plant was specialized. There were operators for case-making, sewing machines, sheet-room operations, trimmers, gilding, forwarding, and casing-in. They were specialists for one or two different tasks.

Library binders were much different. They all needed the skills to handle one book at a time and process them in accordance to customer specifications. Best of all, these specialized binders managed to do it all in a most cost-effective manner, like nobody else. As a former employee of various book manufacturing establishments, I have nothing but the highest regard for library binders. Especially of how they manage to get so many individual books through their complex production processes and how they are able to invoice for each item

bound to so many different customers. I gained this respect long before we had all those computerized systems in place.

In the past, library binders managed to keep their highly specialized trade protected. I do remember seeing a blueprint of an automatic feeder for over-sewing machines. That blue-print ended up in the vault of a bank and remained a secret. Why? At the time, library binders were afraid that book manufacturers would obtain over-sewing machines with automatic feeders and then produce bindings for libraries, bound in accordance to the former standard for library binding. Whoever designed that automated feeding device, most likely was paid a substantial sum. The book manufacturers stayed with "reinforced library bindings." These bindings of course do not meet our specifications for library binding.

How times have changed. New technology allows us to print and bind a single book in a most cost-effective manner. With some exceptions, those long runs at book manufacturing facilities are history. Now, these book manufacturers are hungry and all seek on-demand and short-run works. The same trend is happening with library binding. Jay Fairfield conducted an interesting survey and published those

findings in the Spring 2007 issue of *ShelfLife*. He reported a 50 percent reduction in library binding activities over the last three decades.

Unfortunately, this trend continues downwards which makes library binders hungry for new business as well.

What now exists is a most unusual melting pot and new technologies which support such trends. Library binders seek some of the book manufacturers' work and book manufacturers seek some of the library binders' small edition work. In addition, many new enterprises are now showing up. Just talk to any of our machinery suppliers who, these days, deliver very few of their machines to actual library binders. These new establishments concentrate on on-demand and photo-book production. This is why we thought to offer something much different from the past for an upcoming LBI Fall workshop. A hardcover binding seminar was planned with the intention of inviting not only library binders but anybody else who had an interest in binding books. This event turned out to be a huge success and many of the participants are already looking forward to a similar event next Fall.

### **New ink-jet developments will revolutionize these trends.**

Now what about the prediction that the year 2008 is going to be pivotal for the introduction of new, continuous web digital print systems? During and since the last Drupa, I had many conversations with LBI members and other experts. It

was all about the next step for on-demand book production. We have come a long way with toner based printing equipment,



*Digital print book manufacturing soon will be even more competitive. Shown Xerox DocuPrint 1050.*

"high speed" continuous webs, which print both sides of the paper. However, even if those webs look exciting, the speeds are still, if compared to traditional, commercial web printing relatively slow. The fastest four-color printer Xerox soon will put onto the market runs at 200 feet a minute. This month, Kodak announced an all new 4 color ink-jet printing system, capable of printing at speeds of up to 500 feet per minute onto ribbons 20 inches wide with a quality of 600 x 600 d.p.i.. New ink-jet technology will solve many problems, especially that of speed and quality. The new generation of thermal and piezoelectric drop-on-demand ink-jet print heads now have the capability to generate literally billions of ink drops per second. Best of all, better control of drop

formation and placement means much better print quality. For years, high speed ink-jet could not come close to the quality

that printers wanted. But now, when they see the output from those new machines, they will wake-up and I'm sure their reaction will be "wow, that's ink-jet?" The new technology is especially geared for the book market. As I see it, it will

not only enhance the speeds and print-quality, it may also result in a much lower cost for the tasks of printing. Best of all, I believe it will solve lots of problems with paper waviness, book-block dryness and cover warping.

Well, Drupa is only five months away. Yes, 2008 will be an interesting year and we all look forward to considering future investments into this exiting new world of making books. All the best wishes for the New Year.

*Werner Rebsamen is Professor Emeritus at the Rochester Institute of Technology and the technical consultant to the Library Binding Institute. He can be reached at [wtrebs@localnet.com](mailto:wtrebs@localnet.com).*

thinking becomes short-term and selfish. In some cases we focus on winning or showing up the other person. Other times we focus on how we're being mistreated instead of acting to fix the situation. So before you even open your mouth, ask yourself what you want to achieve in the long run—not just for yourself but for the other person and for the relationship. Then keep this thought in your mind. This goal needs to be the North Star that guides you through the discussion.

**Change your emotions.** The main reason we do badly in crucial conversations is that by the time we finally open our mouths, we're irritated, angry, or disgusted with the other person's opinions. Then, no matter how much we try to fake it, our negative judgments creep into the conversation.

So, before opening your mouth, open your mind. Try to look at the issue from the other person's point of view. Ask yourself, "Why might a reasonable, rational, and decent person act the way this person is acting? What might he be thinking?" Hold a good thought and you will come across entirely differently. Remember—if you hold court in your head, the verdict will show on your face.

**Help others feel safe.** We've already established that we live in a culture of silence and violence. So when you do speak up to your boss, what is she likely to think? She's going to expect an attack, right? So you need to take steps to convince her that you aren't

launching an attack—that she can feel safe with you. The best way to create safety is to begin by stating your positive intentions and your respect for them. More on that in the next bullet.

**Show respect for the other person and his or her goals.** The military has a saying, "Always salute the flag before you disagree with your commanding officer." This tip packs a lot into a memorable package. It means that before disagreeing, you should show respect for the other person and his or her position by demonstrating that you're on the same side—that you salute the same flag. Then your disagreement won't come across as an attack.

**Invite dialogue.** After you create a safe environment, confidently share your views. Then, invite differing opinions. This means you actually *encourage* the other person to disagree with you. Those who are best at crucial conversations aren't just out to make their point; they want to learn. If your goal is just to dump on others, they'll resist you. If you are open to hearing others' points of view, they'll be more open to yours. And finally, if you can't remember anything else in the heat of the moment, ask yourself: "Are we in silence or violence?" If so, do your best to return to healthy dialogue.

*David Maxfield is coauthor of **Influencer: The Power to Change Anything** (McGraw-Hill, 2007).*

## Printing/Publishing News

### Will the Kindle Rekindle Your Love of Books, Technology, or Both?

The November 26, 2007 issue of *Newsweek* featured a cover story entitled, "Will the Amazon's Kindle Change the Way We Read" which discusses the Kindle, Amazon's version of a paperback e-book. In December, this book reader device was released. As of December 27, it was temporarily sold out. Offered at \$399, the Kindle features the following:

- Revolutionary *electronic-paper* display provides a sharp, high-resolution screen that looks and reads like real paper.
- Simple to use: no computer, no cables, no syncing.
- Wireless connectivity enables you to shop the Kindle Store directly from your Kindle—whether you're in the back of a taxi, at the airport, or in bed.
- Buy a book and it is auto-delivered wirelessly in less than one minute.

- More than 90,000 books available, including more than 95 of 112 current *New York Times*® Best Sellers.
- *New York Times*® Best Sellers and all New Releases \$9.99, unless marked otherwise.
- Free book samples. Download and read first chapters for free before you decide to buy.
- Top U.S. newspapers including *The New York Times*, *Wall Street Journal*, and *Washington Post*; top magazines including *TIME*, *Atlantic Monthly*, and *Forbes*—all auto-delivered wirelessly.
- Top international newspapers from France, Germany, and Ireland; *Le Monde*, *Frankfurter Allgemeine*, and *The Irish Times*—all auto-delivered wirelessly.
- More than 250 top blogs from the worlds of business, technology, sports, entertainment, and politics, including *BoingBoing*, *Slashdot*, *TechCrunch*, *ESPN's Bill Simmons*, *The Onion*, *Michelle Malkin*, and *The Huffington Post*—all updated wirelessly throughout the day.

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- Lighter and thinner than a typical paperback; weighs only 10.3 ounces.
- Holds over 200 titles.
- Long battery life. Leave wireless on and recharge approximately every other day. Turn wireless off and read for a week or more before recharging. Fully recharges in 2 hours.
- Unlike WiFi, Kindle utilizes the same high-speed data network (EVDO) as advanced cell phones—so you never have to locate a hotspot.
- No monthly wireless bills, service plans, or commitments—we take care of the wireless delivery so you can simply click, buy, and read.

- Includes free wireless access to the planet's most exhaustive and up-to-date encyclopedia—Wikipedia.org.
- Email your Word documents and pictures (.JPG, .GIF, .BMP, .PNG) to Kindle for easy on-the-go viewing.
- Included in the box: Kindle wireless reader, Book cover, Power adapter, USB 2.0 cable

According to Jeff Bezos, Amazon.com CEO, "If you're going to do something like this, you have to be as good as the book in a lot of respects...but we also have to look for things that ordinary books can't do." (p.57)

If you would like a copy of this article, contact the LBI office at [dnolan@hardcoverbinders.org](mailto:dnolan@hardcoverbinders.org).

What's New

## Library News

### ALA Midwinter Meeting – ALCTS PARS Meetings Schedule

The following ALCTS PARS meetings are scheduled to take place during the upcoming American Library Association (ALA) midwinter meeting in Philadelphia, January 11 - 15:

#### Preservation Administrators Discussion Group (PADG)

1/12/2008 Saturday  
08:00 am - 12:00 pm  
SHERATON, Liberty BR A

#### Library Binding Discussion Group

1/12/2008 Saturday  
01:30 pm - 03:30 pm  
PHILADELPHIA CONVENTION CTR, 307 A

#### Preservation Reformatting Discussion Group

1/12/2008 Saturday  
01:30 pm - 03:30 pm  
RITZ CARLTON  
Petite Ballroom



#### Intellectual Access Interest Group

1/12/2008 Saturday  
04:00 pm - 06:00 pm  
PHILADELPHIA CONVENTION CTR, 105 B

#### Preservation Instruction, Education, and Outreach

1/12/2008 Saturday  
04:00 pm - 06:00 pm  
RITZ CARLTON, Petite Ballroom

#### PARS Program Planning and Publication Meeting

1/12/2008 Saturday  
04:00 pm - 06:00 pm  
FOUR SEASONS, Boardroom 361

#### Digital Preservation Discussion Group

1/13/2008 Sunday  
08:00 am - 10:00 am  
RADISSON, Crystal BR

#### Recording Media Discussion Group

1/13/2008 Sunday  
10:30 am - 12:00 pm  
RADISSON, Chestnut

#### Physical Quality and Treatment Discussion Group

1/13/2008 Sunday  
10:30 am - 12:00 pm  
CROW, Liberty B

#### Preservation Issues in Small to Mid-sized Libraries

1/13/2008 Sunday  
01:30 pm - 03:30 pm  
PHILADELPHIA CONVENTION CTR, 103 C

#### PARS Preservation Forum

1/13/2008 Sunday  
04:00 pm - 06:00 pm  
PHILADELPHIA CONVENTION CTR, 103

#### PARS All Committee

1/14/2008 Monday  
08:00 am - 10:00 am  
PHILADELPHIA CONVENTION CTR, 111 A/B

#### PARS Executive Committee II

1/14/2008 Monday  
10:30 am - 12:00 pm  
PHILADELPHIA CONVENTION CTR, 111 A/B

A full schedule of the meeting's events can be found at <http://www.ala.org/ala/eventsandconferencesb/midwinter/2008/DailySchedule-prelim.xls>.

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## The Way Americans Read...

Most of you, by now, have probably read the results and/or executive summary released in November 2007 of the *To Read or Not to Read* study conducted by the National Endowment for the Arts (NEA). It delivers the unfortunate news that there is a general decline in reading among teenage and adult Americans. Surprisingly, reading ability and the regular reading habits among college students have also declined. Dana Gloria, NEA Chairman, comments, "To Read or Not to Read is not an elegy for the bygone days of print culture, but instead is a call to action –

not only for parents, teachers, librarians, writers, and publishers, but also for politicians, business leaders, economists, and social activists. The general decline in reading is...a serious national problem. If, at the current pace, America continues to lose the habit of regular reading, the nation will suffer substantial economic, social, and civic setbacks." Perhaps there are ways in the new year to address this individually and collectively. For a copy of the executive summary, contact the LBI office at [dnolan@hardcoverbinders.org](mailto:dnolan@hardcoverbinders.org).

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