

# Marx Meets Maslow

‘To comfort the afflicted you have to afflict the comfortable’ Jean Vanier

## (2) Open to All?

- *Open to All? The Public Library and Social Exclusion*, Resource, 2000
- 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

### (3) Those with the Greatest Needs

- *Developing a Needs Based Library Service*, NIACE, 2003
- increase participation 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

# (4) The Public Library Spectrum

- Traditional Library – 80%
- Community Led Library – 20%
- Needs Based Library – asymptote
- A journey - not a destination

## (5) Marx

### Superstructure

- Culture
- Ideology

### Base

- Forces of production
- Relations of production

## (6) Base

- 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.

## (7) Superstructure

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

## (8) Public Library

### Superstructure

- Culture

### Base

- Strategy, Structures, Systems



## (9) The Public Library

- Base = the Strategy (what we do and why we do it), Structures (staffing and services) and Systems (policies and procedures)
- Superstructure = the organizational culture ('the way we do things around here')

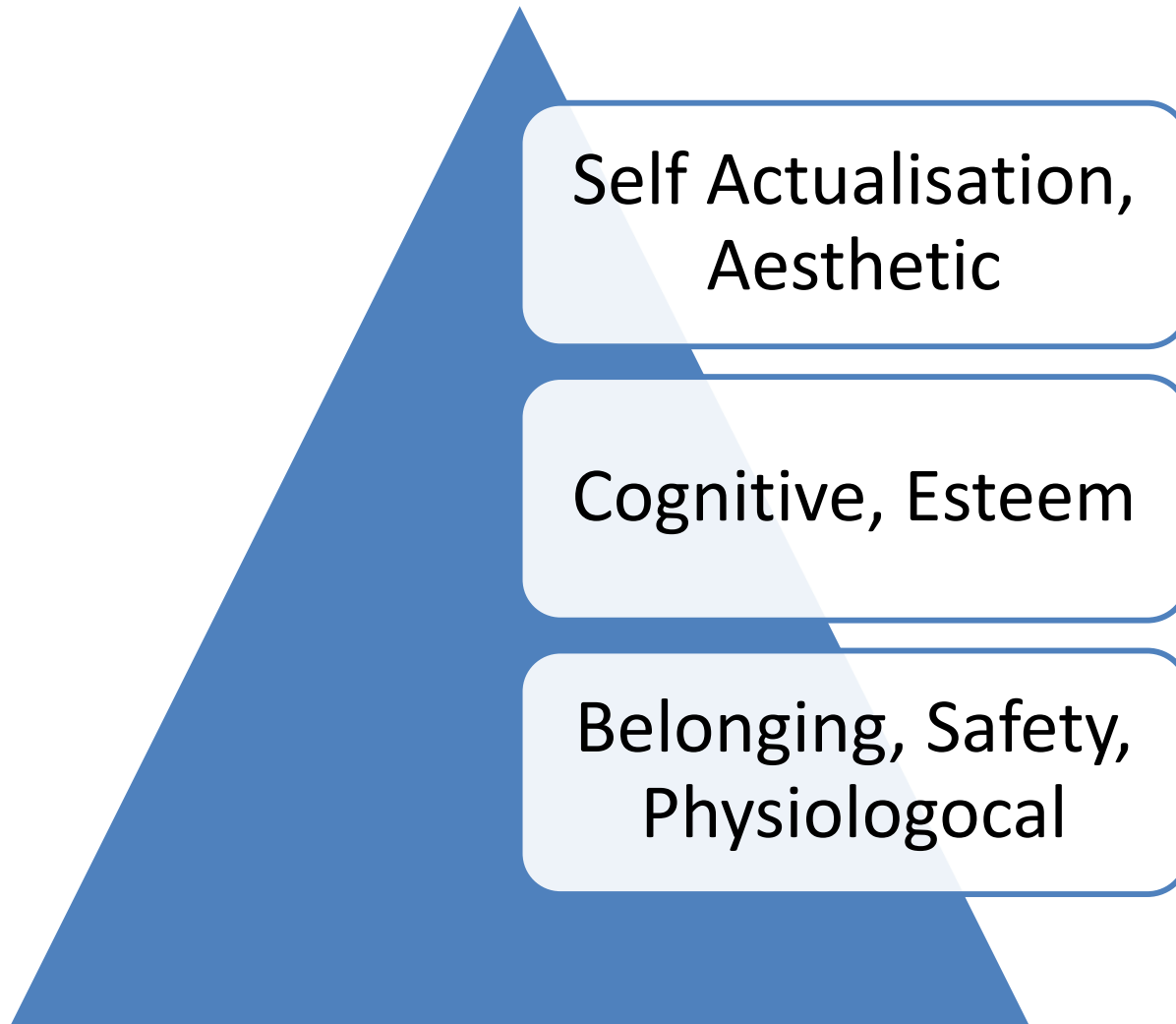
## (10) From each according to ability

- 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.

# (11) To each according to needs

- 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). 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.

# (12) Maslow



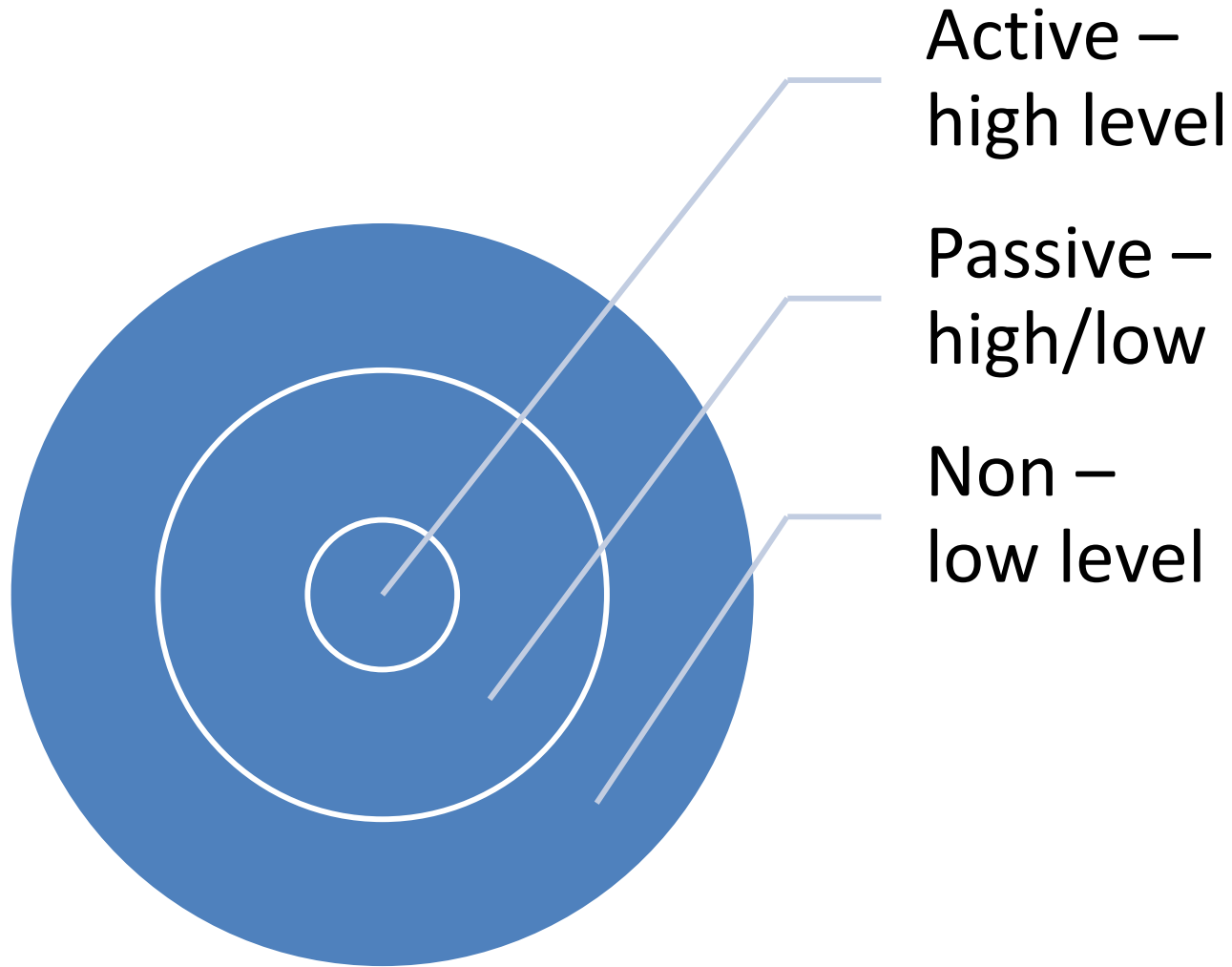
# (13) Hierarchy of needs

- Physiological – food, water, sleep
- Safety – security, order, stability
- Belonging – family, friends, community
- Esteem – recognition, status, success
- Cognitive – intellect, stimulation, exploration
- Aesthetic – harmony, beauty
- Self actualisation – potential, image, goals

# (14) Deficit Needs

- Basic, safety, belonging, esteem
- Prerequisites - freedom of speech, freedom to express oneself, and freedom to seek new information
- Active users (20%) – higher level needs
- Passive users (30%) – high / low level needs
- Non users (50%) – lower level / deficit needs

# (15) Marx Meets Maslow

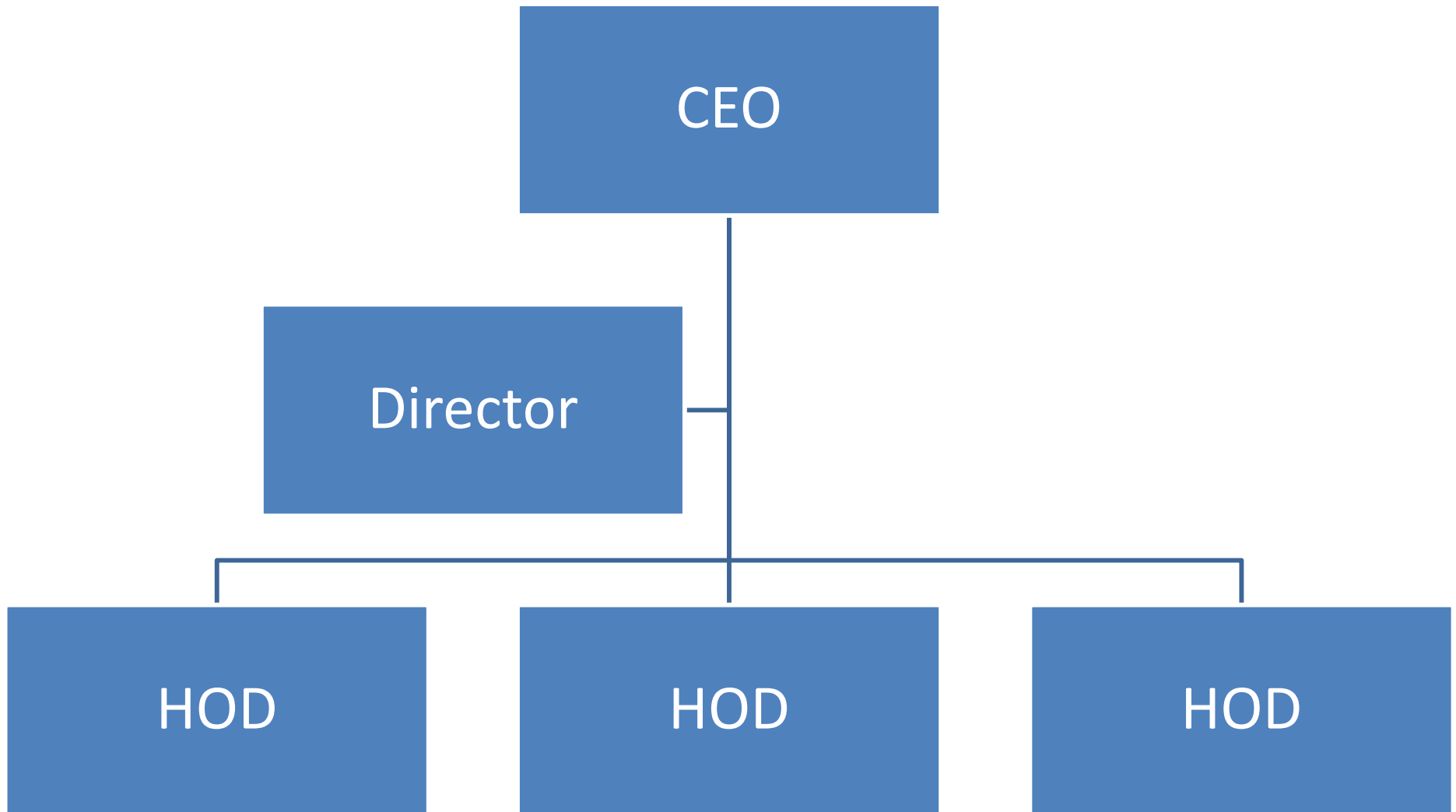


# (16) Traditional Library

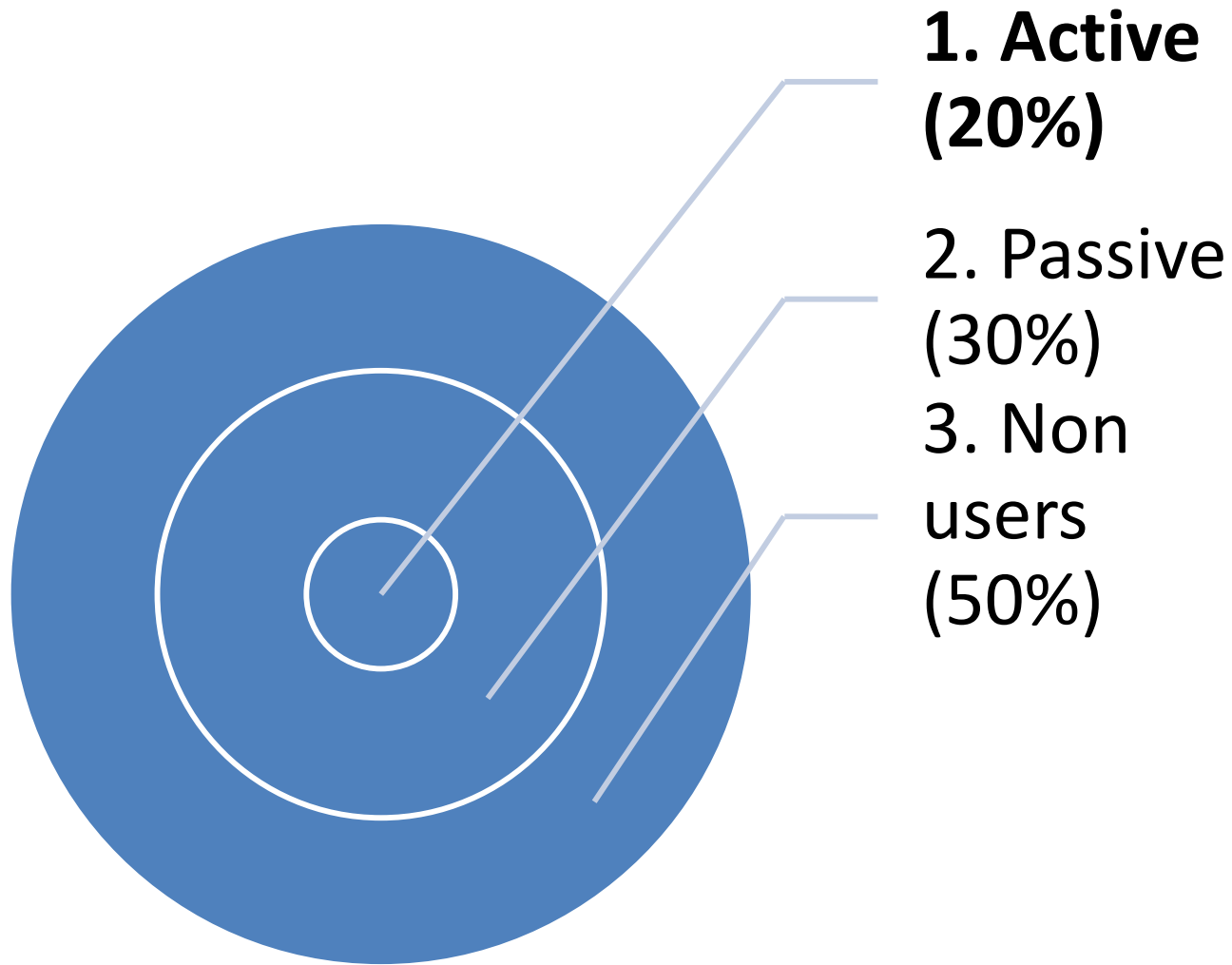
- Strategy – active users, assumed needs
- Staff structure – hierarchy, silos
- Service structure – collections, buildings, desks
- Systems – disabling, rules
- Culture – social control, status quo
- Maslow – Cognitive, aesthetic, self actualisation



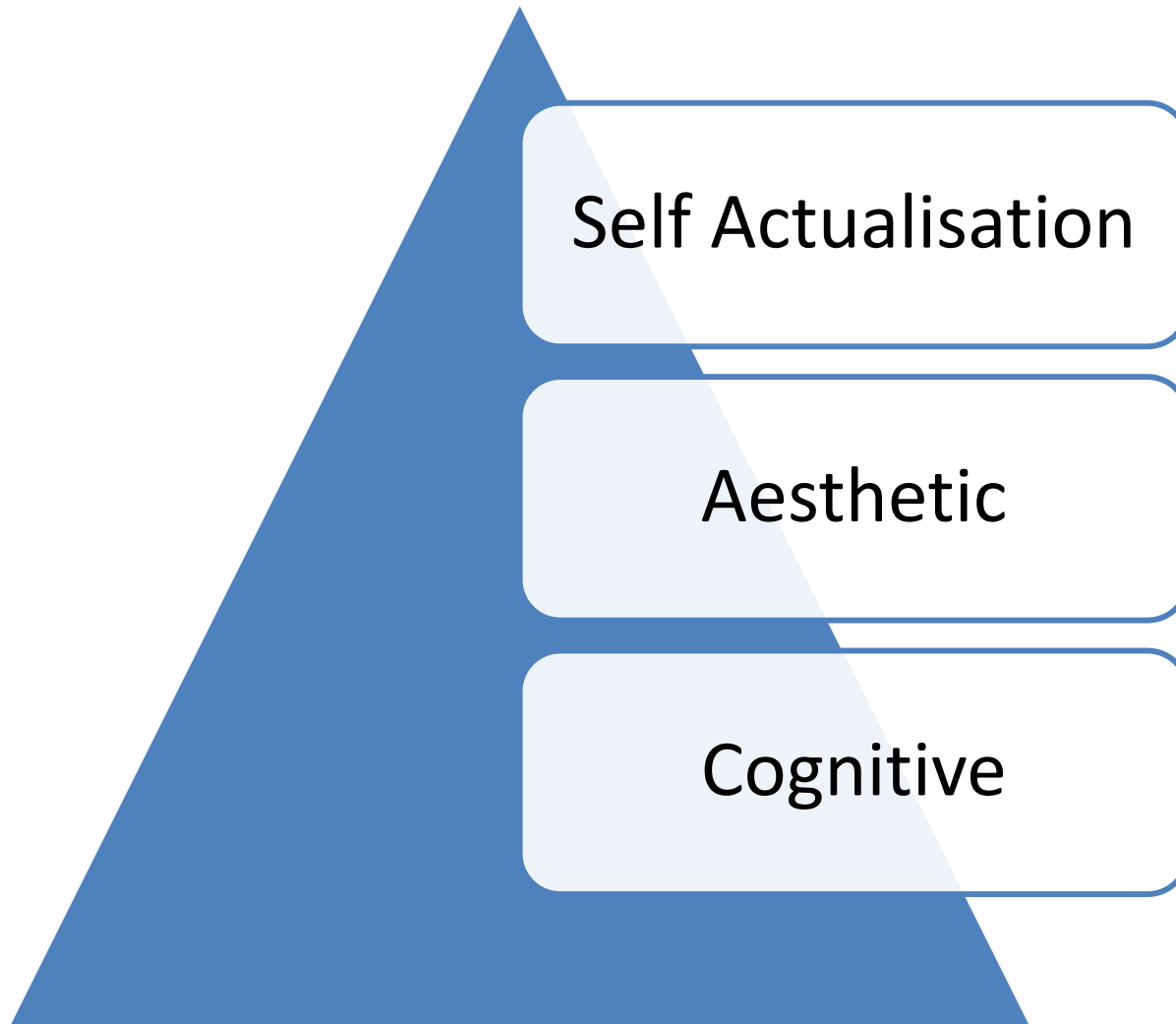
# (17) Hierarchy



# (18) Marx



# (19) Maslow



## (20) Community Led Library

- Strategy – potential users, assessed needs
- Staff structure – matrix, teams
- Service structure – services, roving, outreach
- Systems – enabling, framework
- Culture – social inclusion, evolution
- Maslow – Belonging, esteem, cognitive, aesthetic

## (21) Matrix

Governance Group

• Think

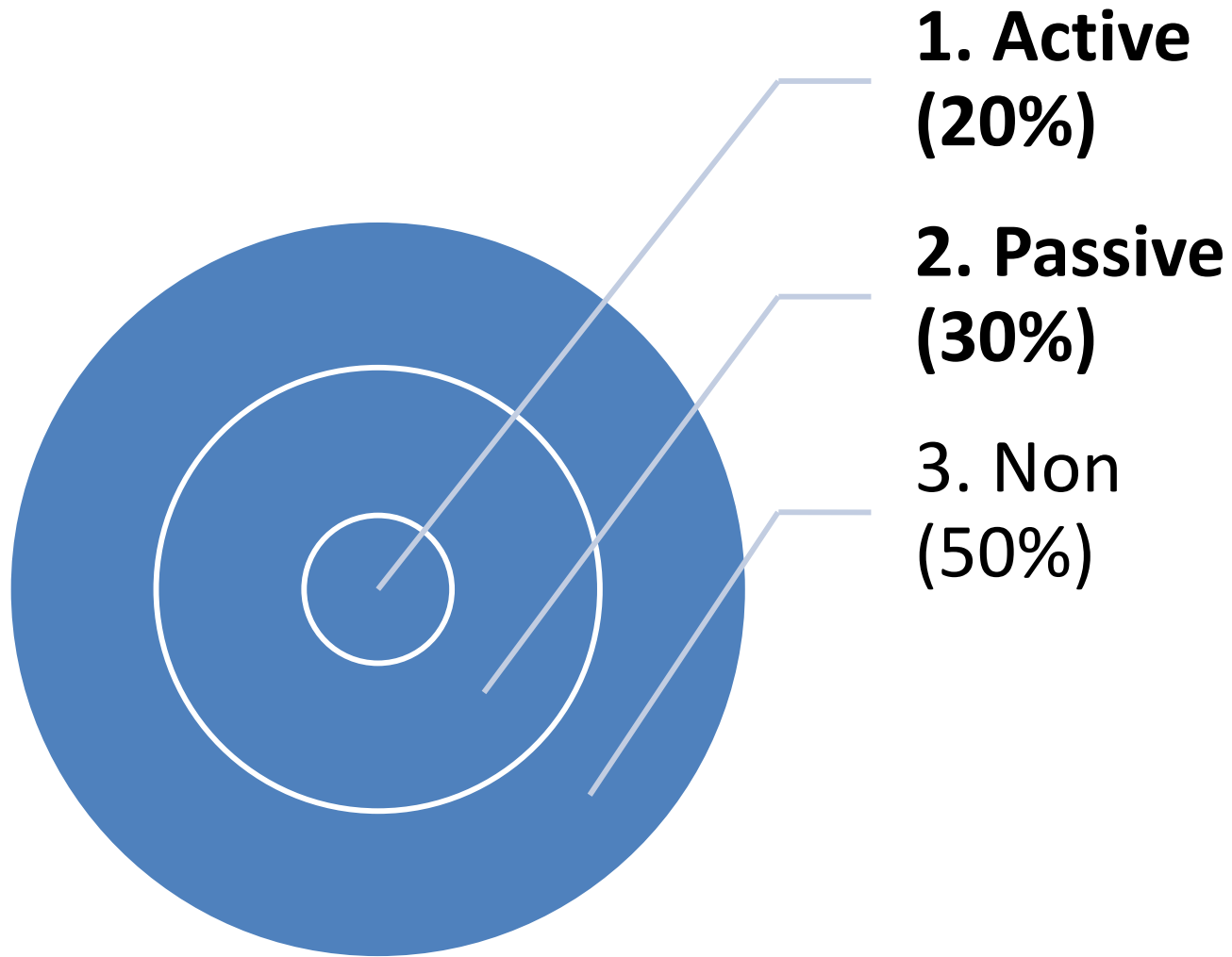
Tactical Group

• Plan

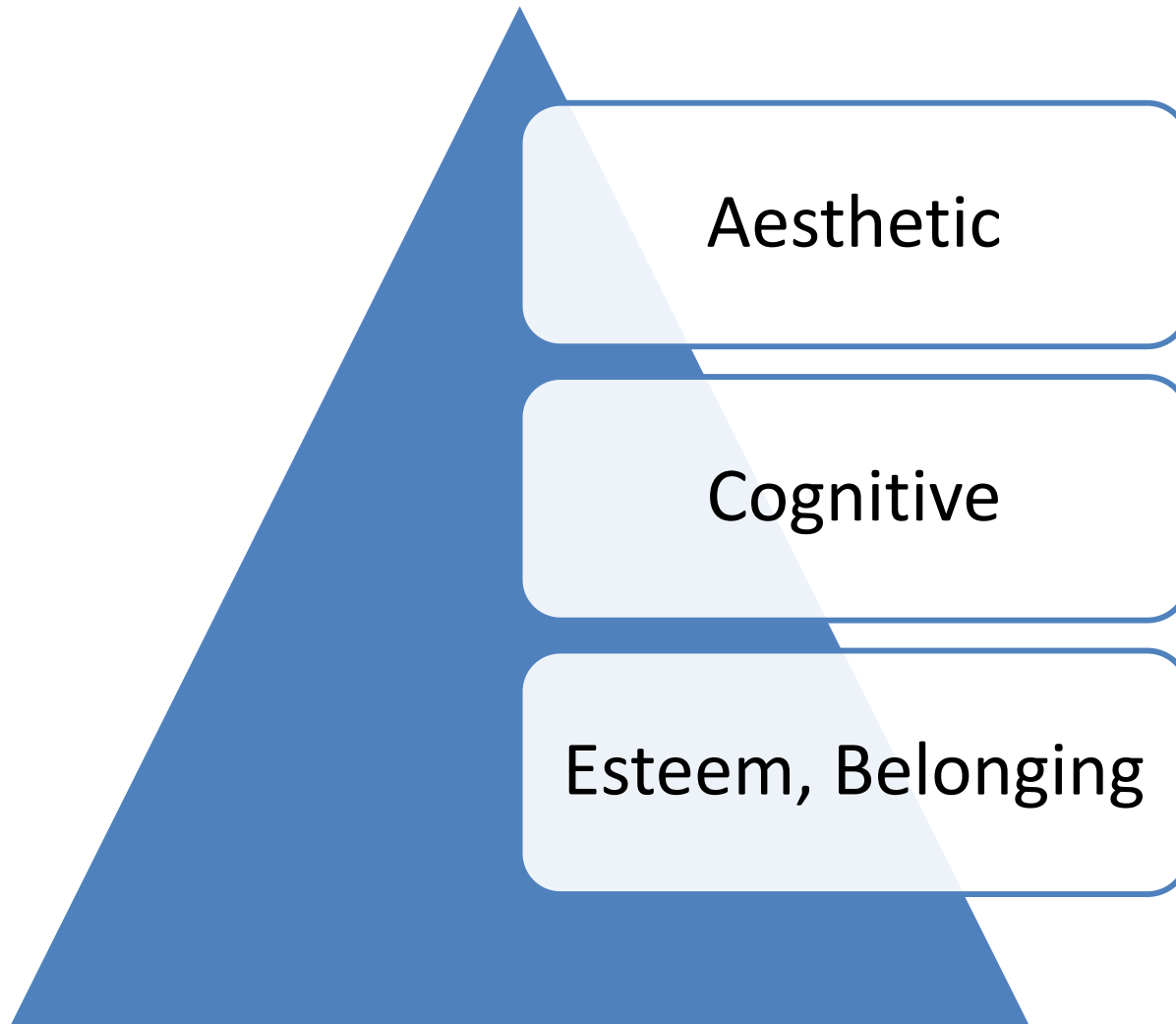
Working Groups

• Do

## (22) Marx



## (23) Maslow

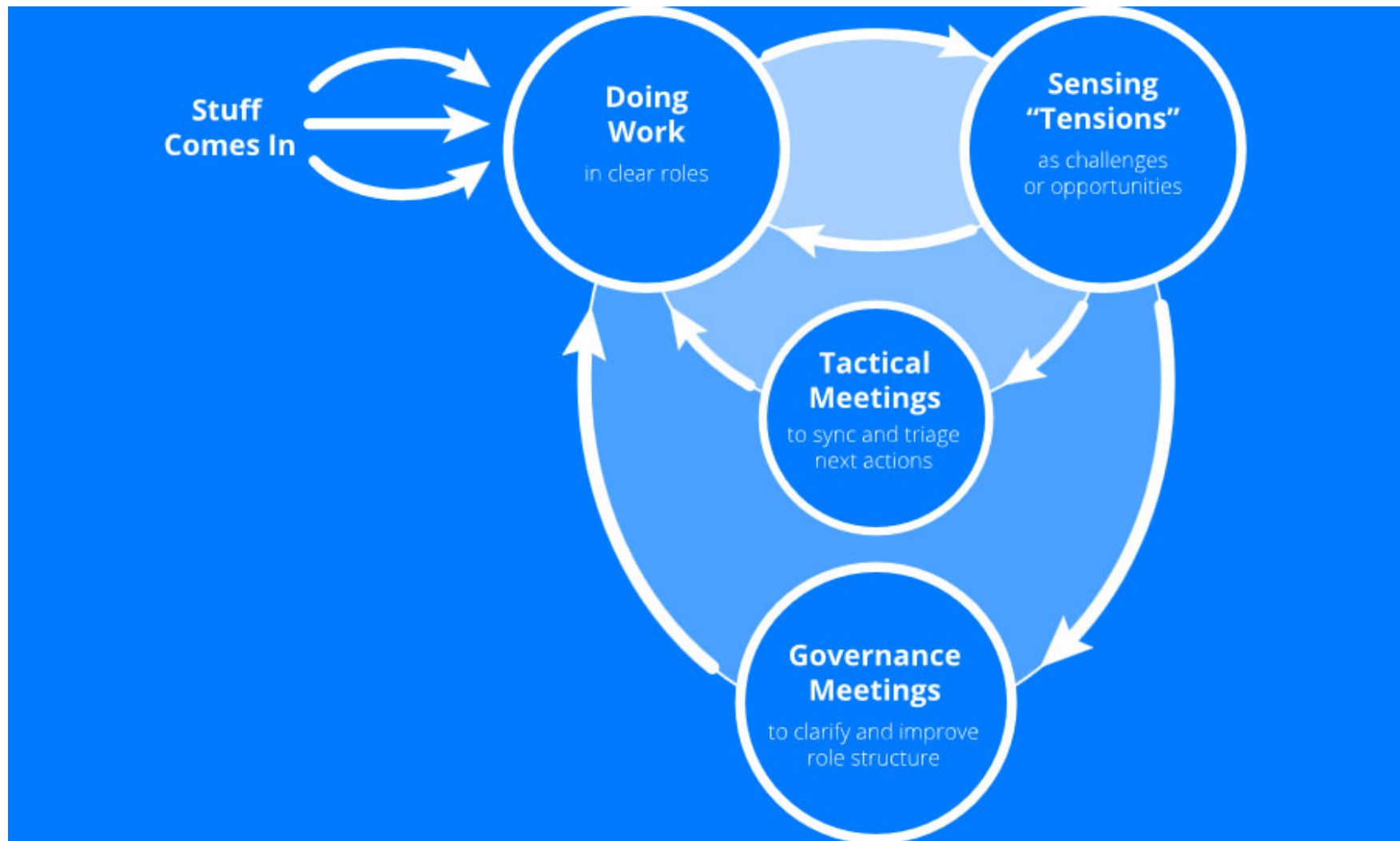


## (24) Needs Based Library

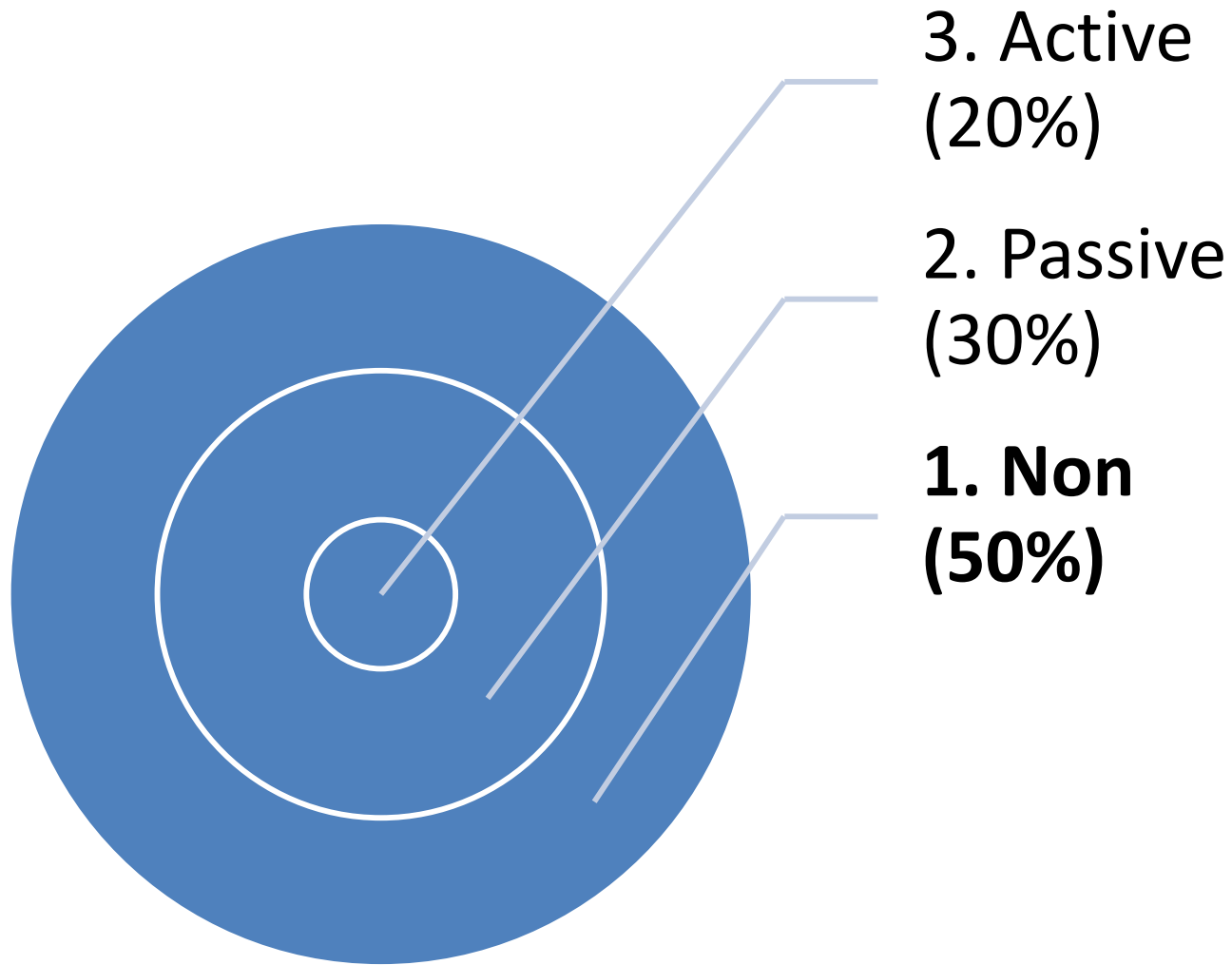
- Strategy – non users, greatest needs
- Staff structure – holacracy, circles
- Service structure – communities, partnerships, community development
- Systems – empowering, constitution
- Culture – social change, transformation
- Maslow – physiological, safety, belonging, esteem



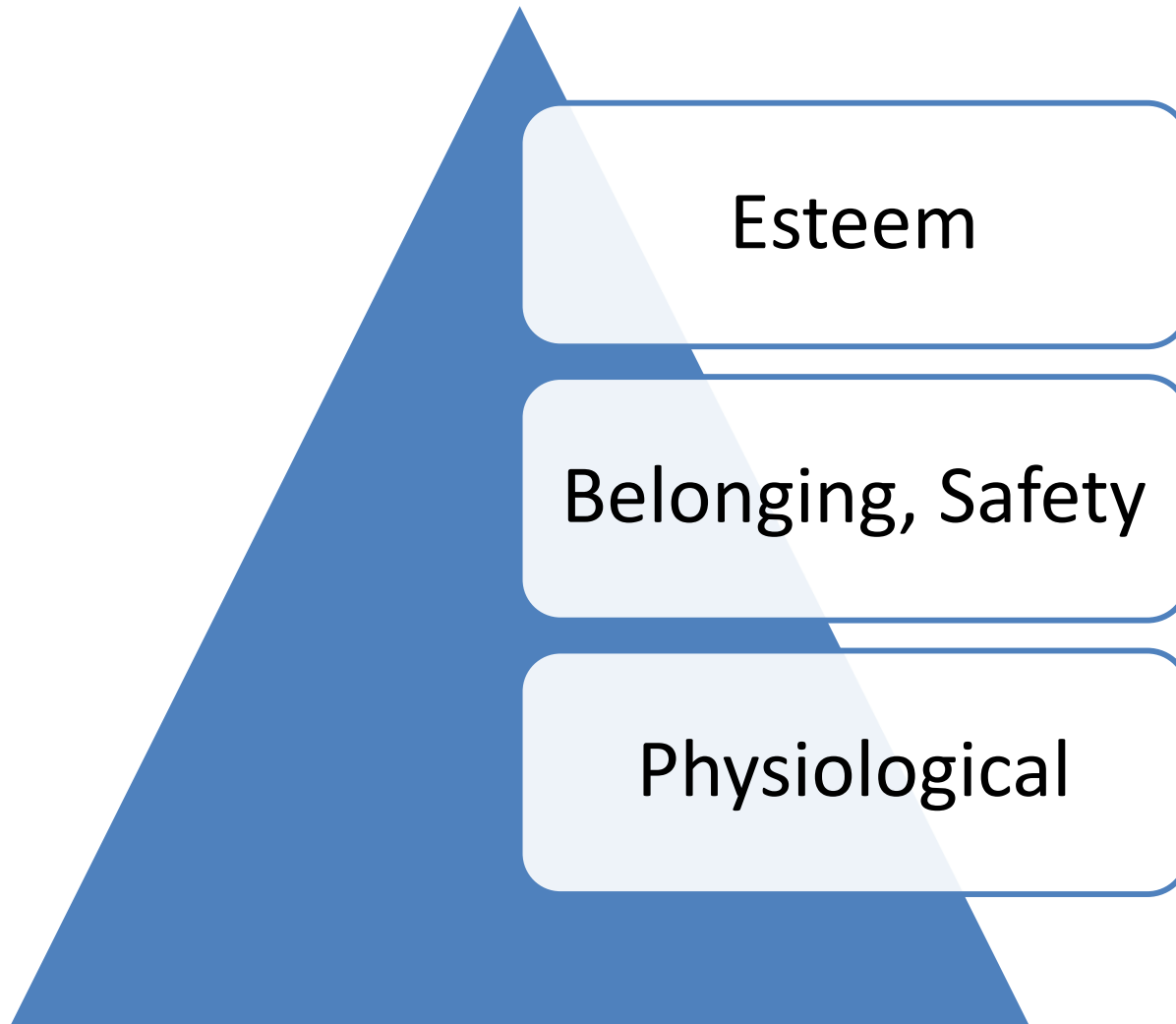
# (25) Holacracy



# (26) Marx



# (27) Maslow



## (28) TBPL - Today

- Strategy – needs based
- Staff structure – traditional
- Service structure – community led
- Systems – traditional
- Base - traditional
- Superstructure (Culture) – traditional

## (29) Now

### Superstructure (culture)

- Traditional

### Base (strategy, structures, systems)

- Traditional

# (30) TBPL - Tomorrow

- Strategy – needs based
- Staff structure – community led
- Service structure – community led
- Systems – community led
- Base – community led
- Superstructure (Culture) – community led

# (31) Future

## Superstructure (culture)

- Community led

## Base (strategy, structures, systems)

- Community Led

## (32) Questions

- [jpaterman@tbpl.ca](mailto:jpaterman@tbpl.ca)
- John Pateman & John Vincent (2010) *The Public Library and Social Justice*
- John Pateman & Ken Williment (2013) *Developing Community Led Public Libraries*
- John Pateman & Joe Pateman (2017) *Managing Cultural Change in Public Libraries*