Warm Up

In the chat, please share your responses to the following questions:

Where are you calling in from?
What is your favorite fall activity?

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Middle Management Strategies for Success in Public Libraries

Presented by Nicole Davis, Sophie McGrath, and Caroline Kravitz

November 3, 2026

Bklyn Public Library



Introductions



Nicole Davis (she/her)

Branch Manager

Brooklyn Public Library



Sophie McGrath (she/her)

Director of Learning & Development

Brooklyn Public Library



Caroline Kravitz (she/her)

Senior Specialist in Continuing Education & Employee Development

Brooklyn Public Library

Bklyn Public Library

6th LARGEST public library system in the country*

62 LOCATIONS throughout the borough

86,000 FREE programs offered

10.5 MILLION times materials circulated

5.8 MILLION branch visits

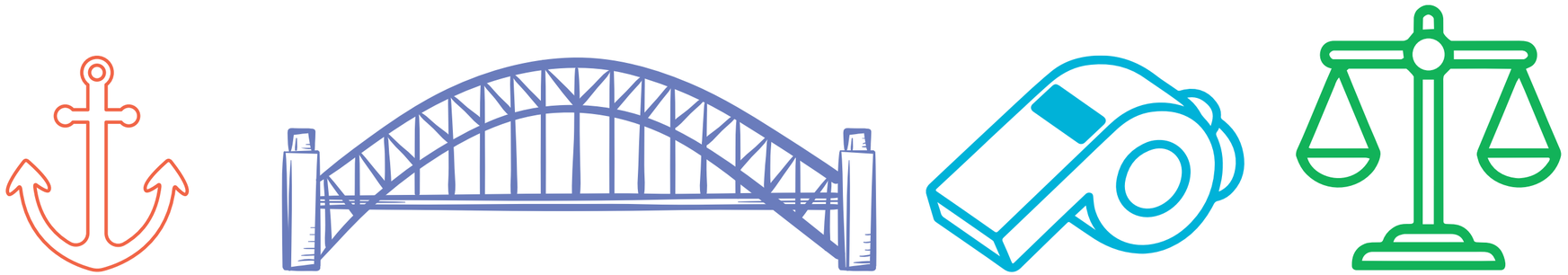
$122 MILLION annual budget

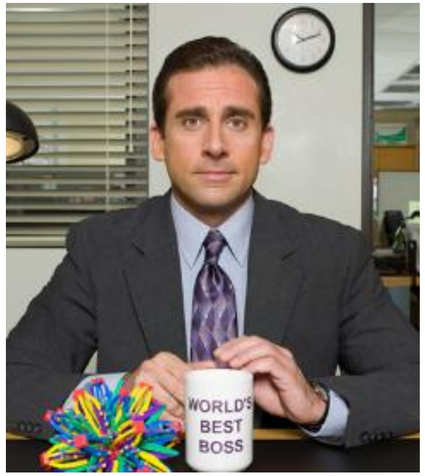
1,000+ employees

*based on population served



Middle management is a conduit between senior leadership (the decision makers) and front-line staff (the day-to-day operators).




WORLD'S
BEST
BOSS






LESLIE KNOPE
DEPUTY DIRECTOR







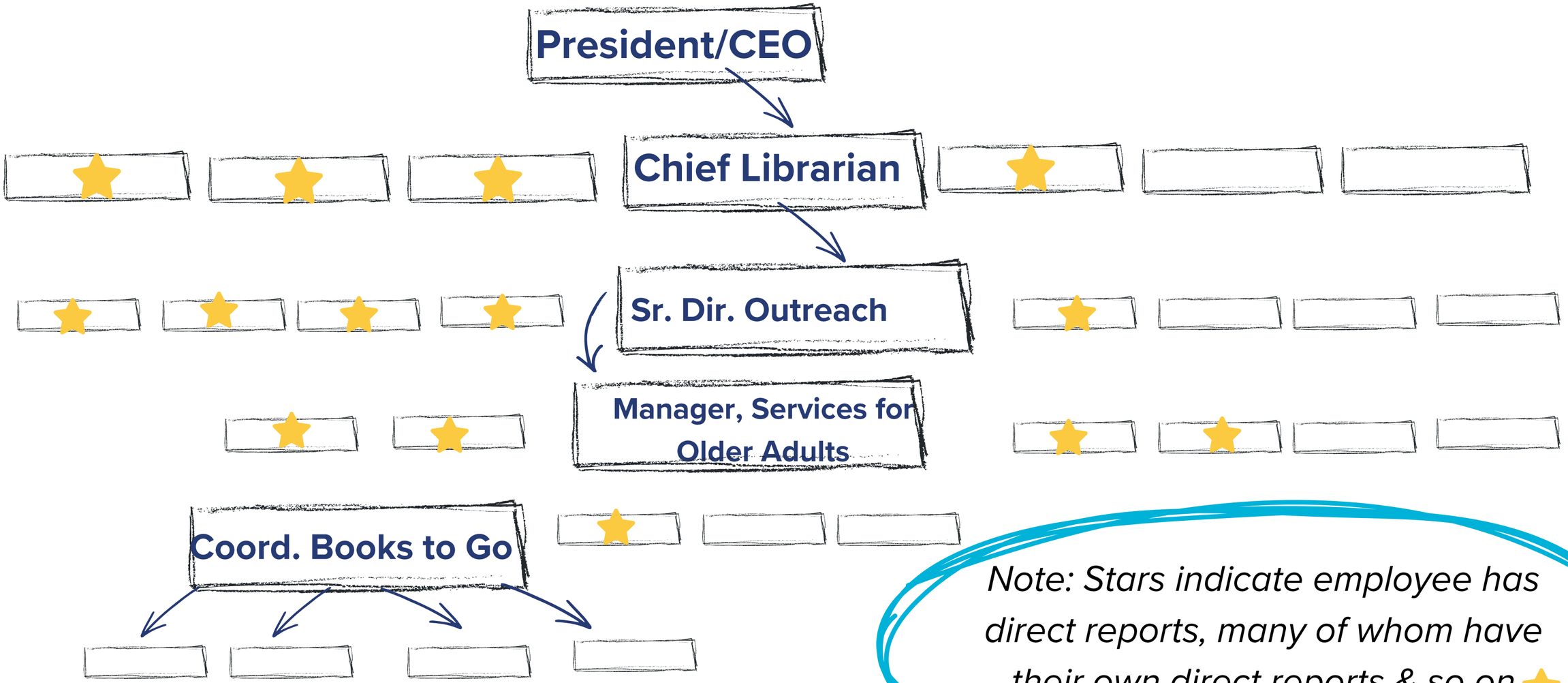
Share Out

In the chat, please share your response to the following question:

How many levels above you is the top leader in your organization?

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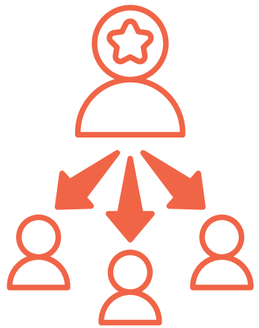
What does middle management look like in public libraries?



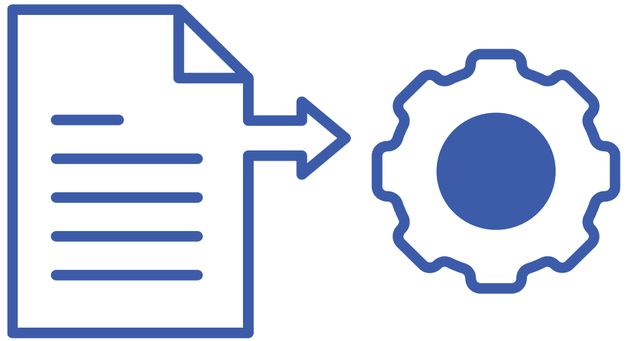
Note: Stars indicate employee has direct reports, many of whom have their own direct reports & so on

Navigating the Grey Areas of Middle Management



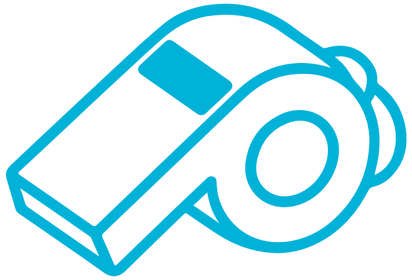






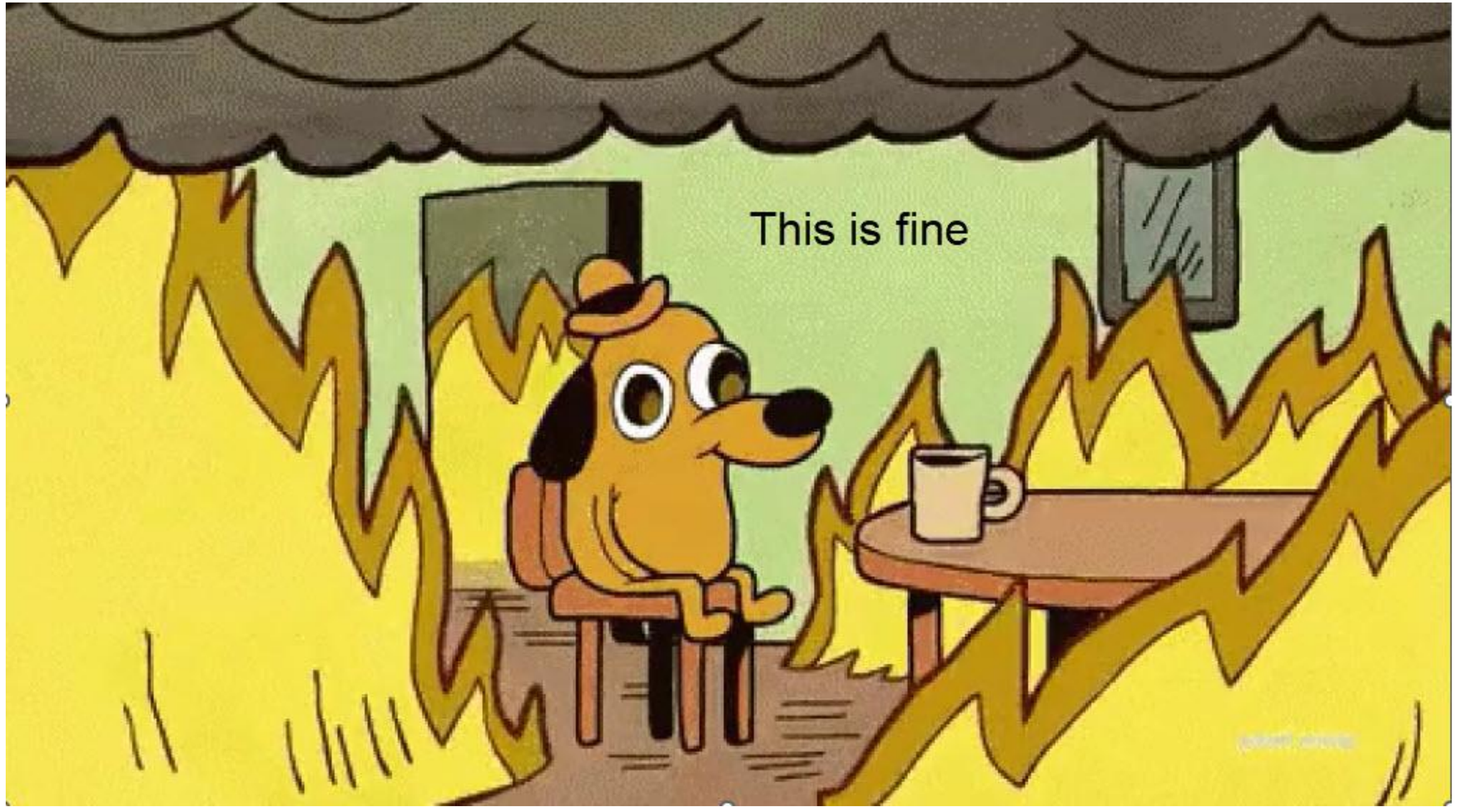









This is fine.
[adult swim]


This is fine

Share Out

In the chat, please share your response to the following question:

What do you think of when you hear the word “grey”?

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Remember:
The grey is not always bad!

Middle Management in the Grey @ Macon Library

Change Management: Workday Transition

- Preparing to lead through uncertain times
- Managing expectations of leadership
- Enforcing policies while maintaining morale

Day-to-Day Operations: Heat Issues

- Managing up
- Having strong relationships with team members to foster flexibility, adaptability, and candor
- Empowering staff at all levels

Special Events: Mom-A-Thon

- Prioritizing public needs
- Navigating bureaucracy
- Staying accountable
- Balancing service, operations, and leadership
- Planning ahead and in partnership

Staff Support: Career Advancement

- Encouraging growth while navigating gaps in the team
- Managing expectations of staff
- Balancing service, operations, and leadership
- Providing ongoing mentorship

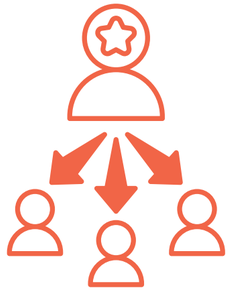
Share out

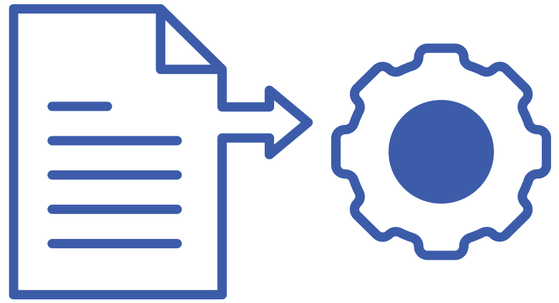
Think of a moment in the past month when you weren't sure whom to turn to, what to do, or what to say.
In other words, when did you have to navigate the grey?

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Middle Management Resource Guide for Public Library Leaders

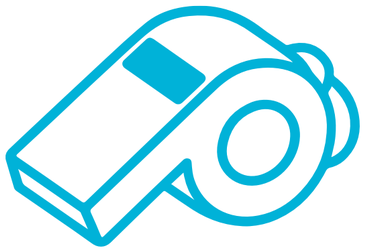
Linked on WebJunction's event page



Q&A






Keep in touch!

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