Management

Hughes, Kathleen M., ed. *The PLA Reader for Public Library Directors and Managers.* New York: Neal-Schuman. 2009. Available through Access Pennsylvania Database. “This book was designed specifically for those with a minimum of time. Each chapter tackles one of the prevalent topics faced by public libraries, such as advocacy basics, tips for retaining high-performing employees, library communications, intellectual freedom, the latest topics in reference, and brief entries on technology.”


Sandra Nelson provides “Ten Reasons Managers Succeed” on the Midhudson Library System (NY) site.


Another Harvard Business Press IdeaCast, this one featuring Josh Bernoff, “The New Era of Empowered Employees” focuses on how employees can readily harness the technology that their customers use and expect. It is up to the manager to empower staff with resources and direction so that chaos is not the outcome.

Employee Retention

Shari Harley, principal of the Harley Group which deals with developing and retaining talent speaks about retention of staff and what is important to them, “Setting Expectations for a Powerful Start.”

Library directors find that the percentage of older staff is increasing. This California report provides data that could be extrapolated. Anderson, Alissa. More Californians Are Working Later in Life. Sacramento, CA: California Budget Project, 2009. "Californians are working later in life than they once did. The employment rate for Californians approaching retirement age increased between 1995 and 2008, after a decade and a half of little change. The share of Californians age 55 to 69 who were employed continued to rise during the current downturn, reversing the pattern of declining employment rates for older Californians during the downturns of the 1980s
and 1990s. Increased employment levels for Californians in their late 50s and 60s reflect a number of factors, including improved health and longer life expectancy, as well as diminished retirement security."


Douglas McGregor, a professor at the MIT Sloan School of Management, identified two sets of assumptions, Theory X and Theory Y, which influence how managers function and which are helpful in developing a solid management style. Theory X is authoritarian; and its underpinning philosophy is that people are selfish, resist change and can’t be trusted. Theory Y is more enlightened in that people can be self-motivated, can take initiative, want to contribute to the success of the organization, and can assume responsibility. This is based upon Abraham Maslow's "Hierarchy of Needs." McGregor, Douglas. The Human Side of Enterprise. New York: McGraw Hill, 2000. Available through Access Pennsylvania Database.


What’s more important the task or the people involved? Robert Black and Jane Mouton’s “Managerial Grid” has been the basis for many instruments designed to assess managerial styles and approaches. Blake, Robert R. and Jane Srygley Mouton. Building a Dynamic Corporation Through Grid Organization Development. Reading, MA: Addison-Wesley, 1969. Available through Access Pennsylvania Database.


This post was co-authored by Laura Sherbin and Karen Sumberg: “Let Gen Y Teach You Tech,” from Harvard Business Review Blog, June 29, 2009. Here’s an example of how a Gen Y employee can mentor the library director—if needed.


Seattle’s Pike Place Fish Market spawned a philosophy of customer service and management—FISH! The components are: be there, play, make their day, and choose your attitude. There are several videos, books and training materials available. An example is Ludin, Stephen C., Harry Paul and John Christensen. Fish: Catch the Energy and Release the Potential. New York, Hyperion, 2000. Available through Access Pennsylvania Database.

Princeton University Human Resources Department’s slideshow, “Dealing with Difficult People,” provides practical, commonsense advice for handling employees who have the potential of making life miserable for others.

“How to Handle the Pessimist on Your Team,” a Harvard Business Press blog post by Amy Gallo on September 17, 2009 offers approaches for dealing with negativity.

The PLA Workload Measures and Staffing Patterns Committee presented “Stretching Existing Staff: New Service Delivery Models” at ALA Annual, June 28, 2008. Topics include: self-directed service, new space planning in view of service delivery, one point information service and other ways that libraries have confronted staffing difficulties. San Jose Public Library (SJPL) Scheduling Guidelines, their branch checkout chart, and their staff allocation guidelines all have the same theme of efficient use of resources.

Princeton University Library Human Resources Department prepared a series of training modules, “Library Excellence Toolkit.” The “Train the Trainer” segment deals with learning styles, steps in conducting training, and provides examples.

Gail Griffith and Cheryl Gould presented sessions at The InfoPeople Workshop, “Exploring Library Leadership 2008.” Their handouts are available. Note especially “Leadership Assessment Tools.” Much of the presentation deals with management topics.

Feedback
Employees perform better if they receive constructive feedback in a timely manner.

Godin, Seth. “How to Give Feedback.” *Fast Company* (March 1, 2004). Godin provides his feedback on the topic of feedback in this brief article.

Mary Ellen Slayter discusses *The art (and science) of giving good feedback* on the September 20, 2010 *SmartBlog on Workforce*.

Waldron, Vincent and Jeffrey W. Kassing. *Managing Risk in Communication Encounters: Strategies for the Workplace*. Los Angeles, CA: Sage, 2011. Available through Access Pennsylvania Database. Sample chapters and the table of contents are available on the publisher’s website. Although this is meant to be a textbook, the examples and narrative are germane to everyday situations where feedback should be considered.

Feedback during training sessions is always helpful. “*Teaching Tips: Giving Feedback*” from the University of Alabama at Birmingham stresses not overloading on feedback.

Shari Harley, principal of the Harley Group which deals with developing and retaining talent speaks about “*Giving Feedback for Strong Performance*” This excellent video provides realistic, easy to adopt guidelines.


Humor in the Workplace

Microsoft developed competencies for educating the workforce and included humor. There’s a chart, questions and brief learning exercises. It’s well worth a look.

Being careful to not offend someone with humor means walking a tight line according to Joni Johnston, “*Lessons from the Humor Police: How to Evaluate Workplace Humor*.”

For books about the subject, you can do a subject search in the Access Pennsylvania Database using “humor in the workplace.”

Benchmarking
Darrell Rigby, a management consultant, provides a brief description of benchmarking and recommended readings.

McNair, Carol Jean. Benchmarking: A Tool for Continuous Improvement. New York, HarperBusiness, 1992. The business purpose is to gain the competitive edge. The public library also has competition.

Total Quality Management

Total quality improvement is an integrated approach to management which emphasizes customer satisfaction and involves staff in the continuous improvement of all work processes. In its purest sense TQM works to reduce errors and increase customer satisfaction. Many academic institutions incorporate total quality management techniques into their operations and use LibQUAL+ to assess the quality of library services as perceived by their users. It was developed by the Association of Research Libraries.


Darrell Rigby, a management consultant, provides a brief description of total quality management and recommended readings.

If you want to learn more about TQM, key terms to use are W. Edward Deming, 14 points, Taguchi Method, Joseph M. Juran, and Malcolm Baldrige National Quality Award. Try Access Pennsylvania Database, Power Library Databases, Google and other search engines.

WebJunction Courses

WebJunction Pennsylvania provides a large selection of free and discounted online workshops and training courses available to library employees, library board members, and trustees in the Commonwealth of Pennsylvania. This service is supported by a grant from the Office of Commonwealth Libraries. Log on to your account for access to courses such as:

Leadership Essentials 1: Motivating Employees
Making Decisions Dynamically
A New Manager and the Company's Future
Becoming a Manager: Leading and Communicating
Becoming a Manager: Responsibilities and Fears
Delegation: the Personal Approach
Facilitating Difficult Situations
Giving Feedback: A Manager's Guide
Managing Organization Conflict
Remote Manager Practices - Communicating with Employees
Remote Manager Practices - Monitoring Employee Performance
Supervision without Micromanagement (LE@D)
Taking on a Management Role
The Basics of Delegation
Managing from Within: Self-empowerment
How to Work with Aggressive People