

# Contents

<b>Acknowledgments</b> .....	ix
<b>About the Web Page</b> .....	xi
<b>Introduction</b> .....	xiii
<b>Chapter 1: Becoming a Library Manager</b> .....	1
Library Skills and Managerial Challenges .....	3
Sidebar: Rachel's Laws of Library Management .....	4
Making That Transition .....	5
What a Library Manager Does .....	10
Women in Management .....	11
Nonlibrarians as Library Managers .....	13
Paraprofessional Managers .....	13
Volunteer Managers .....	14
Nonlibrarians (New to Libraries) .....	15
Managing Yourself .....	17
Charting a Management Path .....	19
Sidebar: Some Suggested Sources for Reading on Management Issues .....	24
Notes .....	26
Recommended Reading .....	27
<b>Chapter 2: Levels of Management</b> .....	29
Directors .....	31
Sidebar: Interview with Meredith Goins .....	32
Assistant Directors .....	37
Department Heads .....	37
Supervisors .....	39
Co-Managers .....	40
Sidebar: Interview with Valerie Viers .....	40
One Person Library (OPL) Managers .....	43
Sidebar: Interview with Judith Siess .....	44
Project Managers .....	51
Other Managers .....	53
Differing Institutions .....	54

Notes ..... 55  
Recommended Reading ..... 55

**Chapter 3: Managing People:  
Personnel Issues ..... 57**

Hiring ..... 60  
    Interviewing ..... 65  
Coordinating and Scheduling ..... 68  
Reviewing ..... 71  
    Promoting ..... 74  
    Reprimanding ... and Firing ..... 75  
Professional Development ..... 79  
    Core Competencies ..... 81  
    Training ..... 82  
    Mentoring ..... 86  
Notes ..... 87  
Recommended Reading ..... 88

**Chapter 4: Managing People:  
Managing Different Groups ..... 91**

Diversity Issues ..... 93  
    Managing Across Generations ..... 95  
    Managing Diversity ..... 100  
Managing Different Groups ..... 104  
    Managing Professionals ..... 104  
    Managing Paraprofessionals ..... 105  
    Managing Students, Volunteers, Temps,  
        Contractors and Interns ..... 106  
    Managing Mixed Groups ..... 109  
    Managing Customers ..... 110  
Notes ..... 111  
Recommended Reading ..... 111

**Chapter 5: Managing People:  
Communication and  
Leadership ..... 113**

Communication ..... 114  
    Technology ..... 120  
    Meetings ..... 121  
    Conflict Resolution ..... 125

Building Relationships .....	127
Leadership .....	128
Delegation .....	129
Motivation .....	131
Goal Setting .....	136
Coaching .....	137
Team Building and Collaboration .....	138
Decision Making .....	140
Notes .....	142
Recommended Reading .....	142
<b>Chapter 6: What Library Staff Want .....</b>	<b>145</b>
Potential Pitfalls .....	146
Preferred Patterns .....	156
Notes .....	166
Recommended Reading .....	166
<b>Chapter 7: Managing Facilities and                   Technology .....</b>	<b>167</b>
Systems Management .....	168
Facilities and Collections Management .....	170
Facilities Management .....	171
Collection Management .....	176
Outsourcing .....	178
Notes .....	180
Recommended Reading .....	180
<b>Chapter 8: Managing Change .....</b>	<b>183</b>
Your Change Options .....	184
Internal vs. External Changes .....	185
Ongoing Change vs. Crisis Management .....	186
Overcoming Resistance to Change .....	187
Encouraging Innovation .....	190
Technostress .....	192
Strategic Planning .....	194
Notes .....	200
Recommended Reading .....	200

<b>Chapter 9: Managing Money</b> .....	203
Accounting .....	205
Budgeting .....	207
Doing More With Less .....	213
Getting More .....	215
Fundraising .....	216
Referenda .....	217
Grants .....	218
Donations .....	220
Partnerships .....	221
Fee for Service .....	221
Making Your Case .....	222
Statistics and Performance Measures .....	224
Notes .....	225
Recommended Reading .....	226
<b>Chapter 10: Managing Upward                   and Outward</b> .....	229
Your Own Manager .....	231
Your Peers .....	234
Your Community .....	235
Your Institution .....	241
Library Boards .....	242
Unions .....	244
Politics .....	246
Marketing, PR, and Advocacy .....	249
The Press .....	251
Networking .....	252
Sidebar: Associations for Library Managers .....	253
Notes .....	255
Recommended Reading .....	255
<b>Chapter 11: Theories of Management</b> .....	259
Management Theories and Principles .....	261
Benevolent Neglect .....	262
Chaos Theory (Complexity Theory) .....	262
Contingency Theory .....	263
Dimensional Theory of Behavior .....	263
Diversity Equals Strength .....	263
Emotional Intelligence .....	264

FISH! .....	264
Franklin-Covey (7 Habits of Highly Effective People) ..	265
The Golden Rule .....	265
Herzberg's Theory of Motivation .....	266
Jazz Combo .....	266
ISO 9000 .....	267
Lead by Example .....	267
Learning Organizations .....	268
Management by Objectives .....	268
Management by Walking Around .....	269
Maslow's Hierarchy of Needs .....	269
McGregor's Theory of X and Y .....	270
Myers-Briggs .....	271
The Pareto Principle (80/20 Rule, Pareto's Law) .....	271
Participatory Management .....	273
The Peter Principle .....	273
Ranganathan's Laws .....	274
Reverse Hierarchy .....	274
Risk Management .....	275
Scientific Management .....	275
Servant Leadership .....	276
Six Sigma .....	276
Strategic Management .....	277
Systems Theory .....	277
Team-Based Management (Teamwork) .....	277
Total Quality Management (TQM) .....	278
Classic Management Titles .....	280
Notes .....	285
Recommended Reading .....	285

<b>Chapter 12: Philosophical, Legal, and Ethical Issues</b> .....	<b>289</b>
Privacy .....	291
Business Ethics .....	293
Intellectual Freedom and Censorship .....	294
Copyright .....	295
Personnel/Labor Law Issues .....	297
Managing Legal Issues .....	298
Setting Policies .....	299
Notes .....	300
Recommended Reading .....	300

<b>Chapter 13: Where to Go from Here</b> .....	303
Defining Goals .....	304
Sidebar: Selected Professional Development Opportunities .....	305
Stepping Back .....	307
Sidebar: Interview with Priscilla Shontz .....	309
Staying Put .....	313
Lateral Moves .....	315
Moving Up .....	315
Sidebar: Interview with Mary Pergander .....	316
Changing Fields .....	322
Going Solo .....	322
Managing Stress and Burnout .....	323
Notes .....	328
Recommended Reading .....	328
<b>Conclusion</b> .....	331
<b>Appendix A: Library Management Surveys</b> .....	333
<b>Appendix B: Web Sites</b> .....	339
<b>About the Author</b> .....	345
<b>Index</b> .....	347