



Transitioning from

# **LIBRARIAN TO MIDDLE MANAGER**



Pixey Anne Mosley

# Contents

<i>Acknowledgments</i>	ix
<i>Introduction</i>	xi
<b>1 ROLES OF THE MIDDLE MANAGER</b>	<b>1</b>
Planner	1
Implementer	4
Assessor	6
Leader	6
Mediator and Counselor	8
Mediation Expectations	9
Counseling Expectations	10
Lone Ranger	11
<b>2 YOUR TIME IS NO LONGER YOUR OWN</b>	<b>19</b>
Meetings and More Meetings	19
Engaged Participation	20
Effective Leadership	22
New Teams and Special Projects	23
Data Requests and Crises	24
Open-Door Accessibility	26
<b>3 COMMUNICATING AS A MANAGER</b>	<b>33</b>
The Myth of Power	34

Engaging Other Managers	35
Living in a Glass House	37
Seeking Administrative Interventions	38
Communicating the Administrative Message	40
<b>4 UNDERSTANDING DEPARTMENT MAKEUP</b>	<b>49</b>
Staff Role Conflicts	50
Librarians and Support Staff	50
Technical Systems Staff Challenges	52
Building the Bridges	53
Librarian and Support Staff Resolution	53
Collaborating with Technical Systems Staff	54
Generation Gaps	57
<b>5 DEALING WITH BUDGETS</b>	<b>67</b>
Understanding the Basics	67
Figuring Out "Your" Funds	68
Buying Stuff	69
Managing Student Worker Wages	70
Other Key Budget Concepts	72
Organizational Culture	75
<b>6 LEARNING THE LEGAL BASICS</b>	<b>83</b>
Basic Position Descriptions	84
Filling a Vacant Position	86
Daily Staff Management	89
Time Sheets	89
Health Issues	90
Privacy	93
<b>7 EXPLORING YOUR INHERITANCE</b>	<b>103</b>
Predecessor Residue	103
Recognizing the Cliques	106
Discovering Questionable Practices	109
Relationship Development . . . One Level Up	111
<b>8 BEING A CHANGE AGENT</b>	<b>119</b>
How It Starts	119
Going Public	120

Making Progress	122
Stay Flexible	123
Goals and Triumphs	125
<b>9 CRISIS MANAGEMENT</b>	<b>133</b>
Managers Get Called First	134
Categorizing the Crisis	134
Decision Making	135
Leadership Means Going the Extra Mile	136
Post-Event Recovery	138
Losing an Employee	139
External Crises	141
<b>10 EVALUATING EMPLOYEE PERFORMANCE</b>	<b>149</b>
Adapting to the Culture	149
Appraisal Tools	151
Preparing the Evaluation Document	152
Privacy	154
Discussing the Evaluation	155
The Manager's Self Evaluation	157
<b>11 DEALING WITH PERFORMANCE PROBLEMS</b>	<b>167</b>
Understanding the Situation	167
Finding a Solution	169
Preparing for Failure	171
Answering the Questions	172
Protecting Yourself	173
<b>12 MOTIVATION AND BALANCE</b>	<b>183</b>
Why Become a Manager?	184
Maintaining Balance	185
Setting Reasonable Expectations	186
Nurturing Outside Interests	186
Addressing Collegial Relationships	187
Sectioning Off Problems	189
<i>Annotated Bibliography</i>	197
<i>Index</i>	209