



LEAD

**A triennial newsletter from the
California Library Association
Management Interest Group**

Volume 3, Issue III

Letter from the Chair: Jeff Scott

Welcome to another edition of LEAD! CLA has many fantastic programs and activities coming up. First, the CLA Conference proposal deadline is right around the corner! If you have an idea that encompasses "Be the Change," and it is something you think the Management Interest Group should be involved with, let us know! Deadline for submission is March 14th. Next, the Management Interest Group's Spring Fling Webinar, "Building the Next Generation Library," will be April 16th. I've collected some of the forerunners of library construction in the state; both Los Gatos Public Library and San Diego County Library have received awards from Library Journal for their next generation architectural designs. Learn from the best in the state on how to plan for your library construction project, the various pitfalls that may arise, and be inspired by these creative library administrators.

We also have our next installment of "How Do You Manage?" The scenario this time around deals with a little bit of money and a lot of poor morale. Find out how some library directors would handle the situation.

I also have a small pitch about Institutional Membership. This is one of the big funders for CLA and it provides benefits back to the members. Everyone wins with CLA, but your support can make it much more powerful.

Rounding it out, I have a brief review on the book Multipliers. This is a great book on servant leadership and how to inspire your staff to be creative and lead the change in your organization.

That's it for this edition! If you have any suggestions for the Management Interest Group or for LEAD, let me know. We are always soliciting suggestions for change. Some of these suggestions have led to new sections such as "How Do You Manage?" and the re-design of the newsletter.

We are always looking for new ideas!

In this edition:

- **Building the Next Generation Library Spring Fling Webinar
Wednesday, April 16 @10:00AM**
- **How Do You Manage?**
- **Institutional Membership**
- **Book Review: Multipliers**



Building the Next Generation Library: Highlights and Insights from Successful Library Building Projects

As some libraries have begun to thaw out of the Great Recession, pressure begins to mount on long shelved projects. Community members have all sorts of opinions. “What about the BiblioTech library in Texas that’s bookless?” Conversely, there are those who demand that your library have a healthy print collection. Library renovations and capital projects are exciting endeavors, but with so many different ways to go, it is difficult to find the best way for your community.

On Wednesday, April 16th, at 10AM, the Management Interest Group will present: **Building the Next Generation Library.** Library directors from across the state will present their building projects. Los Gatos Public Library and San Diego County Library have been featured in Library Journal’s Architectural Review. Participants will learn what it takes to fundraise, plan, design, and construct the next generation library, and will gain valuable advice on planning the next library building or renovation--big or small.

Featured speakers:

Henry Bankhead and Heidi Murphy, Town Librarians, Los Gatos Public Library; Anders Dahlgren, consultant and author, Library Planning Associates, Inc; Donna Ohr, Deputy Director, San Diego County Library.

This program is presented by CLA's Management Interest Group and Library Facilities Interest Group.



Building the Next Generation Library: Highlights and Insights from Successful Library Building Projects

Register today!

<http://www.cla-net.org/displaycommon.cfm?an=1&subarticlenbr=745>

Registration Fees

Individual Registrations

\$40 non-members

\$30 CLA members

\$20 student members

Group Rates

(intended for groups viewing/participating in the webinar together; one login will be provided to the group)

\$140 non-members

\$100 CLA members (the person registering the group must be a member)

\$70 student members (the person registering the group must be a member)

Registration closes Wednesday, April 9, at 5:00PM

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How Do You Manage?

Scenario:

Your library staff suffers from poor morale, made particularly painful by lack of raises. You have suddenly come into a little funding for your building. How should you spend it? Why?

Jessica Hudson, County Librarian, Nevada County Library

In this situation, having just a little bit of money is almost worse than having no money at all! Well, almost...

With so many competing needs, it can be hard to define which needs should come before others. Redoing the staff lounge would allow for staff to enjoy their downtime more but would not alleviate issues for volunteers or for the public. Replacing the book trucks could create better work efficiencies, particularly if the current trucks create backlog or have moderate safety issues due to having wobbly wheels, etc. However, my first choice would be to replace the public furniture.

In my library system, our main focus is on making sure that we serve the information needs of our users.

Those needs can take the form of education, entertainment, a working internet connection; a community gathering spot, or maybe just a safe

space to read. All of the actions that we take-from the front line employees, to technical services staff and up through administration-focus on how we can give the best experience and information to our users.

So, I would manage this unforeseen windfall by putting that money to good use for the public. A wonderful side occurrence from using the money for public furniture is that staff (and volunteers working with the public) will be less likely to get complaints or questions from the public regarding the defunct or falling apart chairs or study tables that were originally in the library.

Henry Bankhead and Heidi Murphy, Co-Town Librarians, Los Gatos Public Library

Nothing says you care like staff training. If you have a little bit of money and you want to boost morale, move that money into your training budget and provide an opportunity for staff to learn, grow and build confidence.

Hire a consultant and start talking about building shared values with staff buy-in; devise a plan to engage all your staff in crafting a shared set of customer service values. Take a half of a day and meet with your team and really listen while your consultant does the facilitating. Take what you hear and craft a document that reflects your shared values. Bring it back to your team to make sure you got it right, and then choose a creative method to implement those values in the day to day work of every staff member.

With this document in hand, think about building the collective toolkit of your staff to help every member succeed in embracing these values. Find out what is needed to implement these shared values and find innovative ways to provide trainings, documentation and

interactions that fill this need. Work on a method to improve your organizational flexibility and, at the same time, improve the way you communicate as a staff. Try role playing, one on one check-ins, team check-ins and providing many opportunities for staff at all levels to shine! This method of adaptive communication provides for much needed fun and focus in a staff bogged down by extra work and budget cuts. It refocuses staff on the positive and builds team confidence, while enhancing customer service for the community.

The last step is to take your show on the road. Share the good news with your professional colleagues and transform the way we communicate at the professional level. Gone are the days of sitting back passively absorbing information. Welcome in the new era of the highly interactive meetings, forums, conference experiences and more. The idea is to address the whole person and engage the entire skill set in practicing the communication skills that connect us. Our ability to use these skills, honed by the use of adaptive communication i.e. Improv, helps us to be true information professionals; and it will change your life to boot.



CALIFORNIA
LIBRARY
ASSOCIATION

Institutional Membership

There is much to rejoice at the State Library this year. Two major pieces of legislation are coming to help local libraries, and special funding for broadband was provided in the California State budget. These items wouldn't be possible without the support and leadership of the California Library Association. CLA plays an essential role in providing legislative support, continuing education opportunities at conference and spring fling, and a network for librarians to collaborate across our large state. CLA provides benefits for all libraries and librarians, whether they are a member or not, but without continued support those efforts could very easily falter.

There is one easy way libraries can help and benefit at the same time. Institutional Membership provides special privileges to libraries and the librarians who work there. While there are general benefits everyone enjoys, institutional members can get:

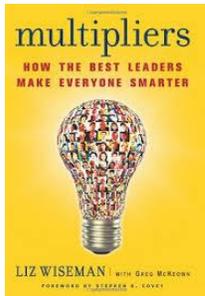
- Unlimited free job postings on CLA's popular online Career Center
- Discounts on exhibiting at our upcoming annual conference
- Free basic member conference registrations
- Free basic member registrations to Spring Fling
- Library profile in newsletter

Take a look at library expenses that go towards annual conference or job placements. The savings add-up, as well as the benefits. The Tulare County Library is an institutional member and we've enjoyed discounts on job placements in the past year, which resulted in improved recruitments.

Furthermore, you may not know that your institutional membership has lapsed. If you are unsure, you can simply email Lauren Takeda, at finance@cla-net.org and check if you are a member. If not, she can get you set-up right away!

I want to see our recent success continue and I bet you do too! An institutional membership will go a long way to make CLA a stronger fighter for you. For more information go to:

<http://www.cla-net.org/displaycommon.cfm?an=1&subarticlenbr=14>



Multipliers: How the Best Leaders Make Everyone Smarter by Liz Wiseman and Greg Mckeown

Review by Jeff Scott, County Librarian, Tulare County Library

The book Multipliers, in my mind, falls into the category of servant leadership: encouraging employees to give their best, providing the resources they need, and getting out of the way. Authors Liz Wiseman and Greg McKeown take this a bit further to create a better definition of the concept.

There are two kinds of managers, multipliers and diminishers. The main goal for multipliers is to get employees to think for themselves, come up with creative solutions, and harvest their potential. It's not about the manager or the leader, but about the employees who are making things happen. Intelligence and capability can be multiplied in this way, without getting more staff or more resources. Diminishers, on the other hand, make everything about them. They have the great idea; things must always be done their way. It's much like the Red Queen from Alice in Wonderland. The employees cower and hope to get transferred, or work somewhere else very

soon. These employees don't give their best; they focus on getting away.

The authors are very detailed on how to become a multiplier, how to identify a diminisher, and remind us that anyone can have both traits without intending to do so.

There are five key disciplines for a multiplier:

1. Attract and optimize talent
2. Create intensity that requires best thinking (remove fear of failure and create safety for best thinking)
3. Extend challenges
4. Debate decisions
5. Instill ownership and accountability

There are also tips to identify talent:

1. Look for talent everywhere
2. Find people's native genius (they might not realize they have it)
3. Utilize people at their fullest
4. Remove the blockers
5. What do they do without effort, better than everyone, without being asked, without compensation?

This book helped hone some already believed truths. It provides a more concrete idea to help an organization act smarter, be more efficient, and have employees who love what they do. I really enjoyed the read and felt it provided a clear path for me to follow, as well as pitfalls to avoid.

Management Interest Group Board Members

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Want to be a member? Let us know! jdscott@co.tulare.ca.us