Contents

Acknowledgments	xi
Quote Attributions	xii
Introduction: What Every Library Director Should Know	xv
1 At the Helm	1
Unbuckle the Organization	1
The Importance of Making a Good Impression	8
Controlling Expectations	12
Downstream Thinking	15
The Conspiracy of Silence	16
Target Fixation	17
The Long Distance Runner	19
The Master of Integration	19
The Proof Is in the Pudding	21
The Librarian-in-Chief	22
Conclusion	23
2 Customer Number One: Your Boss	25
Living the Context	26
Bucking the Boss	27
Being Tough with Yourself	32
Market Yourself	36

viii Contents

Relating to the Boss's Boss	39
Relating Effectively	40
The Booster	44
Bad Bosses	45
Conclusion	50
3 Engaging Staff	51
People Who Like People	52
Stand-up Director	56
Not One of the Gang	63
The Fighter in the Ring	66
The Actor on the Stage	69
Checking Your Ego	70
The Power Seekers	73
Building the Management Team	74
Driving the Staff Crazy	75
Minding the Message	76
Staff Morale	77
Relationships in the Workplace	79
Union Actions	81
The Politically Connected Staff	86
Hello and Goodbye	88
Conclusion	90
4 Dealing with a Board and the Faculty Senate	91
Degrees of Control	92
Basic Principles	93
Developing the Agenda	98
Making the Board Look Good	101
Boards under Siege	104
Bad Boards	109
Conclusion	114
5 Dollar Sense	115
The Breadwinner	115
Know the Dollars	116

Contents	ΙX

Manage the Dollars Effectively	119
Walking the Straight and Narrow	122
The Boss and Money	125
Getting Audited	127
Managing Time	128
Employee Turnover	130
Conclusion	131
6 The Borders of the Realm	133
A Friend Indeed	134
Network versus Clique	135
The Danger Zone	136
Tattletale	139
Poachers	140
Friends of the Library	142
Community Groups	144
Student Associations	146
Elected Officials	149
Conclusion	150
7 Dealing with the Press	151
The Double-Edged Sword	151
Being Interviewed: Preparation	152
The Written Word	155
Being Interviewed: Responding	156
The Drop-in Reporter	158
The Reporter: Friend or Foe?	159
Bad Press Day	161
Two Week Rule	162
Staff Involvement	163
Conclusion	165
8 A Death in the Library	167
Emotional Impact	167
The Dying Colleague	170
Dying in the Library	172

x Contents

Sharing the News	174
Attending the Funeral	178
Practical Concerns	180
A Grateful Library	183
The Year After	184
The Family of Staff	185
Conclusion	186
9 Changing Times	187
Taking Heart	188
Pattern of Decision Making	190
The World of Gray	190
Outside Forces of Change	192
Change Fatigue	194
Handling a Setback	195
The Price of Not Changing	197
Problems without Solutions	198
Project Management	199
Conclusion	200
10 Transitions	201
Starting the New Job	201
Promoted from Within	208
Accidental Director	209
Job Shock	210
The End of the Line: Fired	212
The End of the Line: Retired	216
The End of the Line: Resigned	218
Traveling Light	220
Conclusion	220
A Final Word	223
Index	225
About the Author	229