

The background of the slide is a dark surface covered with several yellow sticky notes. Some of the notes have faint, illegible handwriting or sketches on them. The lighting is soft, creating a professional and creative atmosphere.

Fake It 'Til You Manage It: Tips for New Managers

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Agenda

- Background information
- Key competencies of managers
- Tips to motivate and get support from staff
- Change management strategies
- Conflict and crisis management strategies
- Professional development



Background Information

Previous Experience and Context

Some Background Information About Me

- 2014 graduate
- Student Reference Librarian at Concordia University
- First full time position: Head of User Services, Jean-Léon Allie Library, Saint Paul University
- Liaison Librarian, McGill University

Context

- Hired in June 2014
- New position
- Small university, ~ 1000 students
- Many changes in management since 2012
- Many changes in staffing
- Library in need of modernization

Some Accomplishments

- Managed 2 full-time staff, up to 5 part-time student employees and co-op students.
- Reported directly to the Chief Librarian.
- Reference training
- ILS migration
- Responsible for library services
- Established inter-library loan procedures
- Participated in the creation of the borrowing policy
- Improved service desk workflow
- Implemented and monitored Ask a Librarian



Key Competencies of Managers

Some Research Findings and Personal Observations

ALA's Core Competencies of Librarianship

1. Planning and budgeting
2. Personnel and human resources
3. Assessment and evaluation
4. Partnerships and collaborations
5. Transformational leadership

(ALA, 2008)

LLAMA's 14 Foundational Competencies

1. Communication skills
2. Change management
3. Team building
4. Collaboration and partnership
5. Emotional intelligence
6. Problem solving
7. Evidence-based decision making
8. Conflict resolution
9. Budget creation and presentation
10. Forward thinking
11. Critical thinking
12. Ethics
13. Project management
14. Marketing and advocacy

(LLAMA, 2016)

A top-down view of a desk with various items: a small potted plant in the top left, a black notebook with a gold cross on the cover, a pair of black-rimmed glasses, a hand holding a pencil over a light blue notepad, and a larger black notebook in the bottom left. A white sticky note is placed in the center, containing the text 'Manager vs Leader'.

Manager vs Leader

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The management community may have badly underestimated the benefits of core management practices. (Sadun, Bloom, & Reenen, 2017)

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Tips to Motivate and Get Support from Staff



Treat people how you would want to be treated.

Management Tips

- Different management styles for different people
- Be fair
- No one likes to be micromanaged
- Establish bi-weekly meetings
- Seek support from upper management if needed

Building Trust

- Do what you say you will do
- Don't lie
- Support your staff
- Advocate for your staff

Hiring

- Select the best candidates: letter and CV tailored to position
- Questions based on job posting
- Mix of knowledge-based questions and scenarios
- Be impartial
- How will this person fit in with the rest of the team?

- Checking references:
 1. Introduce yourself and why you are calling
 2. Give a brief summary of the position
 3. “Is there anything else I should know?”

- Offer the position to the best candidate

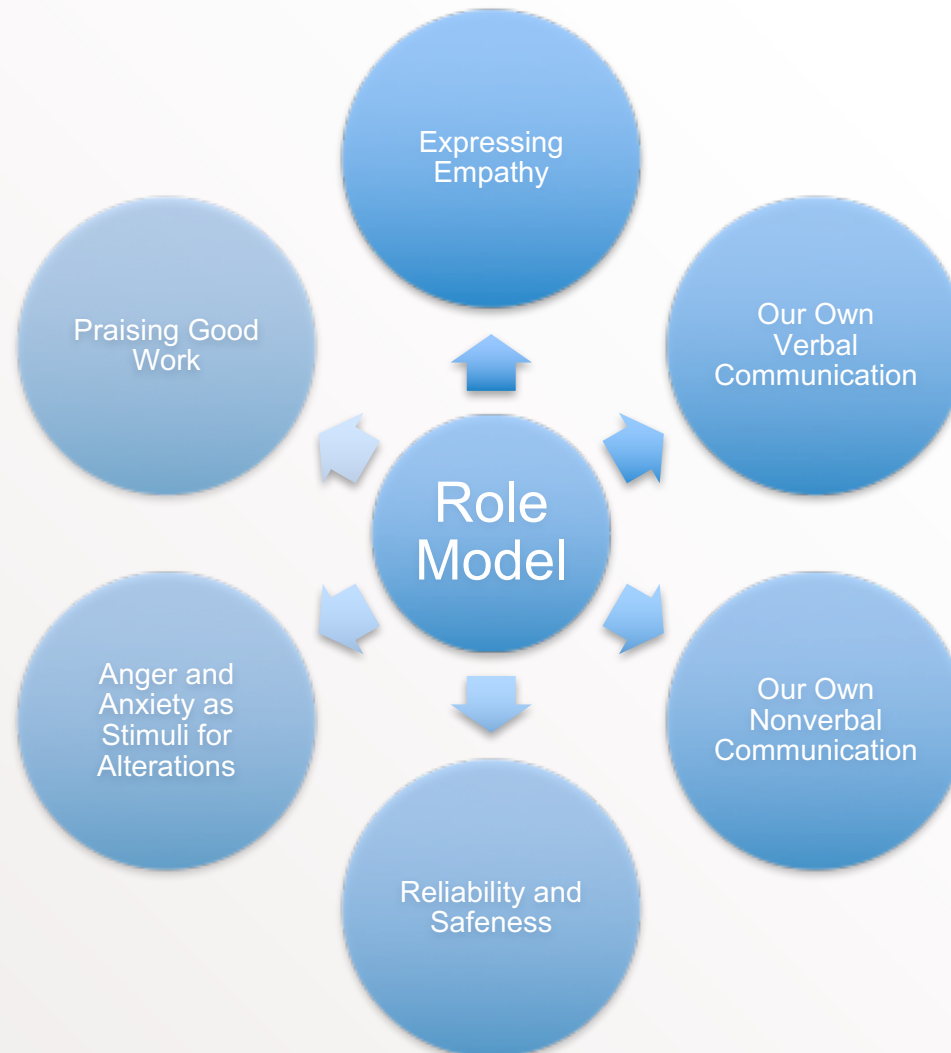
Professional Evaluations

- Discuss with HR
- Should be a conversation with the employee
- Give feedback throughout the year
- Keep track of accomplishments and things to improve
- 6 month follow up
- Feedback should not be a surprise for the employee



Change Management Strategies

Communication is Key



(Düren, 2016)

Communicating with Staff

“Effective communication is critical to the ultimate success of any attempt to achieve organisational change” (Smith, 2006)

- Share news as soon as you have them
- Doesn't matter if information is incomplete
- Avoid the spreading of rumors
- Communicate everything you know about the change
- Remind staff that they are not the only ones going through the change

Listening to Staff

- Listen to staff and take them seriously
- Be open to others' opinions
- Ask questions
- Confirm what they tell you
- Offer help
- Involve them in every step
- Recognize their expertise and use their knowledge
- Delegate and trust your staff
- Complement and reward them

Change Management



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Conflict and Crisis Management Strategies

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*Turn conflict into an effective
source for change. (Edwards &
Walton, 2000)*

Conflict and Crisis Management

- Don't take it personally
- Don't ignore it
- Don't hold grudges

Approaches to Conflict Management

Power

Forces submission.
Use mostly for emergencies.

Accommodation

One of the parties involved abandons the issue or realises their opponent is right.

Avoidance

The conflict is ignored. Use when the issue is trivial and does not disrupt the workplace.

Compromise

Everyone involved in the conflict must make sacrifices to resolve the issue.

Collaboration

Trying to find a solution that satisfies the goals and concerns of everyone involved.

(Edwards & Walton, 2000)

Continuing Issues

- What can you do to help the employee?
- Keep written records
- Follow conversations and meetings with recap emails
- Involve HR

Termination

- Meet with HR
- Be respectful but firm
- Prepare your main points
- Do not have to explain yourself
- Disservice to the person and the library to keep them on
- Provide references



Professional Development

What's next?

What's Next?

- Get a mentor
- Training and workshops
- Conferences
- Learning on your own

Thank you!
Questions?

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