You're in Charge: How to Avoid Wrong Turns When Setting the Pace

Mid-America Association of Law Libraries (MAALL) 2020 Virtual Annual Meeting, October 15-16/21-23

Miriam Murphy
Director & Senior Lecturer in Law
Ruth Lilly Law Library
You’re in Charge

Avoiding Wrong Turns & Lessons Learned

• Communication
• Leadership
• Management
Communication

Start with a self assessment

• Am I letting my bad mood show?
• What does my body language say?
• Are my emails readable?
• Am I professional in my communications?
Communication

They can’t read your mind.

• Don’t assume they understand.

• Explain what you are doing.

• Don’t be defensive about explaining.
Communication is a two-way street

• Am I including everyone?
• Am I open to questions?
• Am I giving them sufficient time to respond?
• Am I respectful of cultural differences?
Communication

Use active listening
• Exhibit listening behaviors
• Focus on what they are saying
• Pause before responding
• Restate major points
Management

Setting the stage

• Communicate expectations
• Ongoing & scheduled feedback
• Require accountability
• Relate tasks to library mission or goals

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Management

Recognizing the employee

- “Storyteller”
- “Pollyanna”
- “Maxine”
- “Expert”
- “Heartbeat”
Management

Overcoming reasons not to deal with the issue

• Hope things will get better
• Someone is better than no one
• Means the wrong hiring decision was made
• Losing a friendship
• It is a really unpleasant process
• Not enough time to handle it
• Employee needs this job
Management

Create your action plan
  • Reverse engineer
  • Task focused
  • Have a verbal conversation
  • Set specific goals and a timeline
Management

Document the process
• Negative Feedback & Complaints
• Meeting deadlines
• Task completion
• Time spent correcting work
• Corrective communications
Management

The Meeting

- Prepare an outline
- Focus conversation on the issues
- Stay neutral
- Focus attention on them
- Follow up with a written restatement of expected outcomes
Management

Escalating the process
• Involving human resources or administration
• Conflict resolution options
• Progressive discipline sanctions
• Sexual harassment, violence, etc.
Management

Manage up as well as down

• Clarify expectations

• Executive summaries

• Library’s Representative

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Leadership

Be a leader
• Role model
• Share the vision
• Accept your leadership position
• Be a team leader

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Leadership

Demonstrate leadership
• Accept responsibility
• Be accountable
• Make plans – immediate & long-term
• Support growth
• Mentoring

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Leadership

Other thoughts

• Show respect
• Meaningful compliments
• Flaherty, Mary Grace. The library staff development handbook: how to maximize our library’s most important resource. Lanham, Maryland: Rowman & Littlefield, 2017.