Welcome to the LAMS newsletter! Through contributions from the LAMS Board and members, this newsletter aims to explore insightful topics on leadership and management and keep you informed of upcoming events, trainings, and professional development opportunities. If you have questions or would like to become involved with LAMS, please email lams@nclaonline.org—all inquiries are welcome!

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**From the Chair of the Board**

Dear LAMS members,

I don’t know about you, but I am ready for spring. I am ready for the longer days, warmer weather, and the explosion of colors from the trees and flowers. Every year, winter makes me want to hibernate, a tendency I am trying to lean into thanks to the book *Wintering* by Katherine May (check out a blurb about her book *Enchantment* in last spring’s LAMS letters).

As we head into this season of rebirth, it is a great time to step back and think critically about how we as leaders are spending our time and make sure we are focusing on the projects and tasks that will have the greatest impact on your institution and what we can delegate to others.
From the Chair, continued...

I’ll be the first to admit that delegating is not something that comes naturally to me. I generally enjoy being in the weeds. I feel strongly about not asking people who work for me to do things I am not willing to do. But I also wear a lot of hats in my current role, so this is something I need to do more intentionally. Whenever I face a management conundrum, I always turn first to Alison Green, better known as Ask a Manager. A quick search of her site turned up this article: Do You Suck at Delegating? Since the people reading this column are busy managers, I’ll sum it up for you. Here, according to Alison Green, are five common delegation mistakes:

1. Delegating without making sure you and your employee are on the same page
2. Delegating without staying involved to monitor progress
3. Delegating without truly delegating
4. Feeling that if you can do it yourself, you should
5. Delegating to the wrong person

Which one of those feels most personal to you? You may guess that, for me, number four might as well be a blazing neon sign. Alison points out that this can lead to underutilization of staff and keeps the manager from being able to do other tasks that bring more value to the organization. To see this from the employee’s perspective, this question, My Boss Won’t Delegate Work to Me, really brings the point home. The letter writer feels underutilized and perplexed by their boss’s unwillingness to train them on two vital functions that would save everyone time and energy (I was unable to locate Alison’s answer to the question on the Fast Track blog, but the question itself struck me; also the AAM comment section is usually worth reading, unlike most comment sections). Delegating is a way of showing your employees that you have confidence in their abilities and see the value in their professional growth. And isn’t growth what spring is all about? I plan to spend this spring thinking about how I can use delegation to benefit my employees and my institution, and I encourage you to do the same.

Amy Harris Houk
LAMS Chair, 2023-2025
Books on Delegation and Capacity Building

Deep and Deliberate Delegation: A New Art for Unleashing Talent and Winning Back Time by Dave Stitt

We think we know what delegation is but few of us actually do it well, or even at all. Instead of deliberately growing new capability in the people around us, we too often hoard responsibility to protect our turf, or micromanage, or indiscriminately dump tasks. It leads, says Dave Stitt in this compact and sharply observed meditation, to burned out managers, bored or swamped staff, and choke points in teams and organisations. Delving into the anatomy of effective delegation, and offering fresh insights into issues of trust, motivation, communication and accountability, Stitt develops a set of approaches and techniques for empowering and inspiring people around us so that great things can start happening right away, even if it’s not us doing them.

From Supervisor to Super Leader: How to Break Free from Stress and Build a Thriving Team That Gets Results by Shanda K. Miller

By reading From Supervisor to Super Leader, you’ll know what makes a good team leader. A leader that knows how to build a high-performing team that: Enjoys a high level of trust... and loves showing up for work, achieves extraordinary results, and consistently meets deadlines and goals. You will also know how to meet your boss’s expectations and leave work on time...so you can be there for your kids and have a life outside of work.

Delegating Work by Harvard Business Review

You know you need to delegate some of your work so that you have time to focus on the things that require your expertise. But it’s not easy to do. Delegating Work quickly walks you through the fundamentals of:

- Establishing a productive environment
- Assigning the right work to the right people
- Conducting an effective hand-off meeting
- Monitoring without micromanaging
Books on Delegation and Capacity Building

Leaders Eat Last: Why Some Teams Pull Together and Others Don’t by Simon Sinek

Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create environments in which people naturally work together to do remarkable things. Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a “Circle of Safety” that separates the security inside the team from the challenges outside.

Who Not How: The Formula to Achieve Bigger Goals Through Accelerating Teamwork by Dan Sullivan

Have you ever had a new idea or a goal that excites you... but not enough time to execute it? What about a goal you really want to accomplish... but can’t because instead of taking action, you procrastinate? Do you feel like the only way things are going to get done is if you do them? But what if it wasn’t that way? What if you had a team of people around you that helped you accomplish your goals (while you helped them accomplish theirs)?

Getting Things Done: The Art of Stress-Free Productivity by David Allen

Since it was first published almost fifteen years ago, David Allen’s Getting Things Done has become one of the most influential business books of its era, and the ultimate book on personal organization. “GTD” is now shorthand for an entire way of approaching professional and personal tasks, and has spawned an entire culture of websites, organizational tools, seminars, and offshoots.
Delegation and Supervision by Brian Tracy

Managers’ performance reviews, their salary increases, and basically their fate within the company in general are judged by the results they deliver, yet those results are usually produced by a team of employees working under them. Thus, the most important and broad-reaching aspect of a manager’s job is the ability to delegate and supervise extremely well.

In this book, success expert Brian Tracy reveals time-tested ways any manager can use to boost the performance and productivity of their employees.

Hidden Potential by Adam Grant

Hidden Potential offers a new framework for raising aspirations and exceeding expectations. Adam Grant weaves together groundbreaking evidence, surprising insights, and vivid storytelling that takes us from the classroom to the boardroom, the playground to the Olympics, and underground to outer space. He shows that progress depends less on how hard you work than how well you learn. Growth is not about the genius you possess—it’s about the character you develop. Grant explores how to build the character skills and motivational structures to realize our own potential, and how to design systems that create opportunities for those who have been underrated and overlooked.

Book Review: I Didn’t Do the Thing Today: Letting Go of Productivity Guilt by Madeline Dore

If you are like me, you are probably feeling guilty about the “things” you didn’t get done yesterday. I Didn’t Do the Thing Today: Letting Go of Productivity Guilt by Madeleine Dore is a helpful tome to let go of that guilt and be more realistic about what can be achieved in 24 hours. Combining anecdotes and research, the book covers several aspects of not only managing your time, but also your expectations. It includes chapters on procrastination, perfectionism, overplanning, comparison, and more. If you are looking to reset your expectations and find more enjoyment in your time, this book is worth a read. - Christie Reale
Upcoming Management Webinars

Leveraging the Power of Advocates and the Devil’s Advocate in Change Management
Wednesday June 12 at 2:00 pm Eastern

Managing Effective Library Boards
Wednesday, June 26 at 2:00 Eastern
Register at: https://www.nicheacademy.com/managing-effective-library-boards

Build a Needs Assessment Strategy
Wednesday, July 17 at 2:00 Eastern
Register at: https://www.nicheacademy.com/build-a-needs-assessment-strategy

Recorded Webinars
(Please note that these recordings were available when LAMS Letters was published but may be removed at any time by the sponsoring organization)

CSL in Session: The Science Behind Our Burnout: Compassion Fatigue in Libraries
(Colorado State Library)

Crisis Communication: The Librarian’s Guide to Clear Communication Under Pressure
(ASERL)
https://www.aserl.org/event/crisis-communication-the-librarians-guide-to-clear-communication-under-pressure/

How to Build Organizational Trust in Chaotic Times
(ASERL)
https://www.aserl.org/event/16399/

Engaging Talent from Day One: How to Welcome New Staff, Foster Relationships and Build Culture in an Organization
(Niche Academy)
https://www.nicheacademy.com/engaging-talent-from-day-one

Leadership strategies for building connection and defusing difficult situations
https://www.webjunction.org/events/webjunction/leadership-strategies.html

Connecting with Local Government Officials - How Libraries Add Value