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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 so you never miss out. If you have questions or would like to become involved with LAMS, please email ncla.lams@gmail.com - all inquiries are welcome!

A LAMS Road Map: Then & Now

The Library Administration & Management Section of NCLA is working this biennium on making itself more accessible and applicable to library staff across North Carolina. To better understand where we're going, however, it helps to know where we've been. The LAMS mission to date has been task-oriented. We have committed to help members improve on their abilities to accomplish the many items on a manager or administrator's to-do list. In the past we've hosted events focusing on training, assessment planning, and customer service, among other things.

After a hiatus in 2010 and section refresh in 2012, LAMS shifted its focus to not only include managers and administrators, but other types of library leaders. The section invested in inspiring new supervisors, communicating news and events to members via LAMS Letters, and partnering with initiatives like the



NCLA Leadership Institute and the Present Like a Pro Presentation Academy. These shifts offered a more collective, team-based approach to supporting leaders in the field. Now LAMS aims to take those goals one step further: we're reaching out to our membership to find out what YOU want. We're focused on better communication through our newsletter and by sending updates to the NCLA listserv; we're committed to offering more targeted networking events designed to help you build a community of colleagues and collaborators. We want to hear from you--and we encourage you to share what you want to get out of your LAMS membership when a board member contacts you. You're also welcome to reach out to us with your feedback at ncla.lams@gmail.com. Together, we can help LAMS reach its potential!

Get To Know Your LAMS Board



Elizabeth Novicki - LAMS Chair
Director of Libraries, Salem Academy & College

"I lead with an 'open to learning' mindset as well as an 'open door' daily practice."

During my library career I have been active both regionally with NCLA as well as nationally with ALA and ACRL. I was accepted and participated in ALA's first Leadership Institute in 2013-2014 and became a participant of ACRL's College Library Director Mentoring Program (CLDMP) the same year. Both these opportunities were and continue to be invaluable experiences. I currently serve as Chair for NCLA's LAMS and as Board Chair for the CLDMP. I highly recommend anyone interested in leadership and/or management to seek opportunities outside their current job, through leadership professional development, and with mentoring partnerships. I currently seek counsel from three mentors on a regular basis. The guidance and counseling from these mentors provides me with invaluable information as well as allows me to assess and reflect on my areas of strengths and challenges. I lead with an "open to learning" mindset as well as an "open door" daily practice. I have found this mindset and practice collectively establish a safe environment for not only building trust, but also managing conflict. My leadership style is to build and communicate a vision that has input and buy in from key stakeholders and then to be sure to provide the people who will help to create that vision with the resources and support they need to succeed. Joining LAMS was one of the best decisions that I have made for my career. The people within LAMS not only embraced my willingness to learn and grow, but also gave me the opportunity to do so.

Brandy Hamilton - LAMS Vice Chair
Regional Library Manager, Wake County Public Libraries

Hello LAMS members! My name is Brandy and I'm a proud member of LAMS. A bit about myself: I am currently the Manager of the East Regional Library in Knightdale, NC, which is part of the Wake County Public Libraries System. I received my BA in English and a MLIS from the University of South Carolina. I have over 12 years of library and management experience. I became interested in Libraries as a career when I began working as a Library Assistant back 1998. At first it was just a job but after working on the reference desk, it was love at first sight. I left my pursuit of Master of Fine

"I have an eagerness to assist new managers and other library staff members develop skills for success."

Arts to pursue a library science career. My first professional position was Reference Librarian for the Southeast Regional Library for Wake County Public Libraries. I moved up the ranks to Reader's Services Manager at the same library a few years later. In 2010, I was promoted to Regional Library Manager for East Regional Library. In addition to my management role, I provide support for programs and services for under-served populations in Wake County. My first experience with NCLA started as a Leadership Institute Attendee in 2002. From there I joined the Membership Committee and remained on that committee from 2002- 2011, serving Chair from 2008-2009. I was on the website Redesign Committee in 2009 and became Legislative and Advocacy Committee Chair. I really enjoyed advocacy and was the coordinator for NC's presence in DC for several years. I was an Unconference Committee Member in 2010, a member of the Conference Planning Committee in 2013. I joined LAMS as a Director in 2011 and in 2017 was elected to vice Chair. I also served as Continuing Education Liaison 2014-2017. As you can see I've worn a lot of hats within NCLA and it has changed my life. I am more passionate about libraries and leadership than ever. I have an eagerness to assist new managers and other library staff members develop skills for success. I am also interested addressing the interests and concerns of seasoned managers. I believe all these things can be accomplished by facilitating and developing quality LAMS programs, experiences, and networking events.



Jen Hanft - LAMS Secretary/Treasurer
Education & Instruction Librarian, State Library of North Carolina

"I strongly believe in leading from where you are—one doesn't need to be a manager or administrator...to make a positive impact on their workplace and profession."

While I was in library school, I worked as a Library Assistant at Wake County Public Libraries. I was lucky enough to have a boss who was involved with NCLA and invited me to join, and who has been my mentor throughout my entire career. In my first professional librarian position as a Reference Librarian at Meredith College, I was encouraged to seek leadership positions within NCLA, and I began by serving on the board of NMRT as Mentor Committee chair. From there, I served as NCLA Membership Committee chair, Marketing Committee chair, Registration Subcommittee chair on the 2013 Conference Planning Committee, and in 2013 was elected NCLA Secretary. I also attended the NCLA Leadership Institute in 2012, which I consider to be one of the defining events in my growth as a leader. I had a brief stint away from North Carolina as Head of Access & Outreach Services at Marymount University in Arlington, VA, but returned to North Carolina and accepted my current position in 2017 as Education & Instruction Librarian at the N.C. Government & Heritage Library, part of the State Library of North Carolina. I also jumped right back into NCLA—currently serving on the planning committee and as an instructor for the Present Like a Pro presentation academy, as Continuing Education Liaison on the Executive Board, as part of the Leadership Institute Planning Committee, and as the Secretary/Treasurer of LAMS. I strongly believe in leading from where you are—one doesn't need to be a manager or administrator to be a leader, to effect change, and to make a positive impact on their workplace and profession. LAMS does a great job of working to develop leaders at every level and providing opportunities to grow leadership skills in a variety of ways.



Mark Sanders - LAMS Past Chair

Assistant Director for Public Services, Professor, ECU - Joyner Library

I entered the MLS program at UNC-Chapel Hill where I was lucky enough to have an assistantship in Serials Cataloging. I later moved to collection development in Latin American and Iberian Resources, and finally the Reference Department. I began my professional career at LSU as an Outreach Librarian and then took a similar position back in North Carolina at ECU after a couple of years. A few years later I became the Head of Reference and several years later began my current position, Assistant Director for Public Services. What I love most about my job is the ability to effect positive change at a high level. I love seeing students succeed. NCLA has been a large part of my success through its professional development opportunities (e.g., Leadership Institute), service opportunities, and networking.

"What I love most about my job is the ability to effect positive change at a high level."



MJ Wilkerson - LAMS Director

Library Director, Alamance County Public Libraries

I started my career as a School Media Coordinator in the public school system. Ten years into that I made the change to public libraries when I took a position as Head of Youth Services at the Chapel Hill Public Library. After serving the children of Chapel Hill for 6 years, I moved to the Head of Technical Services at CHPL, where I served for 10 years. In 2010 I accepted a position as the Director of Alamance County Public Libraries where I now oversee 5 branches. Under my direction, staff has participated in two system-wide leadership programs -- 1) Choosing Civility and 2) Be a Great Boss. I have been active in NCLA for many years. I have served as the co-chair of the Technical Services sub-committee of the Public Library Section, the Chair of the Public Library Section and as Treasurer of NCLA. I am also a member of the North Carolina Public Library Directors, the American Library Association and the Public Library Association. I currently serve on the board for Alamance County Partnership for Children. I am an alumni of Leadership Alamance. I firmly believe that participation in professional organizations is important because it provides you with opportunities to continue to grow. I feel strongly that my job, as a Director, is to help the people I work with be successful. Good leaders create an environment in which those around them can thrive. Throughout my career I have tried to recognize others' strengths and put them in positions in which they can utilize those strengths, even if it meant taking them out of their comfort zones. Helping others be successful and grow in confidence and skills is what good leaders do. LAMS is the perfect arena for helping grow future leaders and I am happy to be able to be a part of this group and to serve in any way I can.

"Helping others be successful and grow in confidence and skills is what good leaders do."



Cotina Jones - LAMS Director
Deputy Director, Cumberland County Public Library & Information Center

"LAMS is helping me to continue enhancing my leadership skills by participating in webinars, programming and networking experiences."

I studied Biology at North Carolina Central University with a goal of going into teaching. However, I started my career in libraries as a total accident by becoming a part time reference librarian for a public library. This part time position led to a Branch Manager position of a small joint public library/community college library. Shortly after receiving my MLS from North Carolina Central University I became an elementary school media specialist. Eventually, I decided to pursue a health science librarian position at Winston Salem State University thereby enabling me to use both my Biology and MLS degrees. This was a rewarding experience. It enabled me to learn more about what I wanted to do as a librarian by affording me the opportunity to experience working on different projects within different departments. A few years later, I became Assistant Director at North Carolina Central University. This opportunity gave me the privilege of giving back to my alma mater, something that I greatly appreciated. Most recently I desired to return to my first love – public libraries and accepted a position as Deputy Director for Cumberland County Public Library and Information Center. Along the way I have met many library administrators who took a vested interest in me and my career. Because of them I have focused my career on my passion -- which is to help develop new librarians through coaching, interview preparation and mentorship. LAMS is helping me to continue enhancing my leadership skills by participating in webinars, programming and networking experiences.



Suchi Mohanty - LAMS Director
Head of the R.B. House Undergraduate Library, UNC Chapel Hill

"One of the things I love most about my job is the opportunity to find ways for my staff to develop their own professional skills while contributing to the mission of the University."

I was an English major at Mary Washington College, and luckily, my work study placement was in the reference department of the college library. My supervisors were amazing librarians who gave me the chance to work on special research projects, mentor new student staff, and helped me understand how important it is to connect with people – students and staff. After graduating from college, I went straight to UNC Chapel Hill to earn my MLS, where I had an assistantship in instructional services. My professional goals were always to support student learning, and I was lucky enough to get a job at the R.B. House Undergraduate Library as my first position. As I moved through librarianship, my amazing mentors and supervisors helped me articulate my professional goals and develop the leadership skills needed to achieve them. In 2012, I became the head of the R. B. House Undergraduate Library. One of the things I love most about my job is the opportunity to find ways for my staff to develop their own professional skills while contributing to the mission of the University. I previously served on the NCLA Bibliographic Instruction Group, and while I am relatively new to LAMS, I am excited about the opportunity to learn from my colleagues across the state and to share what I have experienced in my professional practice.

Present Like a Pro

Presentation Academy

March 13, 2019 - Raleigh, NC



LAMS Mission & Bylaws Updates

The LAMS Executive Board met in February 2018 for an analysis and brainstorming of the section's current status by asking the following questions: Who are our current members and potential members? What are their needs? How have their needs changed? Are we meeting those needs? If so, how; if not, why not? We concluded that the current LAMS name was often confusing to NCLA members (e.g., Do I have to be in a management or administrative role to join this section? Is an MLS required?) We also concluded that the current mission statement was too "task oriented" and needed to be more inclusive of overall leadership qualities. We also noticed that "Article XII - Amendments" of the Bylaws delays any amendments from going to vote except during the election process, which only occurs every two years. The LAMS Executive Board respectfully submits the following revisions to the LAMS Bylaws for discussion:

Current LAMS mission: "Focuses on improving the practice of library administration and fostering the development of administrative skills in areas such as budgeting, personnel training, buildings and equipment, and public and governmental relations."

Revised LAMS mission: Developing leaders, building skills, and creating networks

Current LAMS name: Library Administration and Management Section

Revised LAMS name: Leadership, Administration, and Management section

Current Bylaws, Article XII - Amendments: Proposed amendments to the bylaws will be emailed to the membership concurrent with the election process. The amendments must receive the approval of the members voting.

Revised Bylaws, Article XII - Amendments: Proposed amendments to the bylaws will be emailed to the membership and must receive the approval of the members voting.

Book Review:

The No Asshole Rule

by MJ Wilkerson

"One of my favorite pieces of advice from this book is that we should 'treat the person right in front of you, right now, in the right way.'"

I recently came across this book and the title reached out and grabbed me, especially in today's culture of bullying, politics and general crankiness. Our library had done a project around Choosing Civility several years ago, so I am always interested in anything that will help me maintain a civil work place for staff and for the people that visit our libraries.

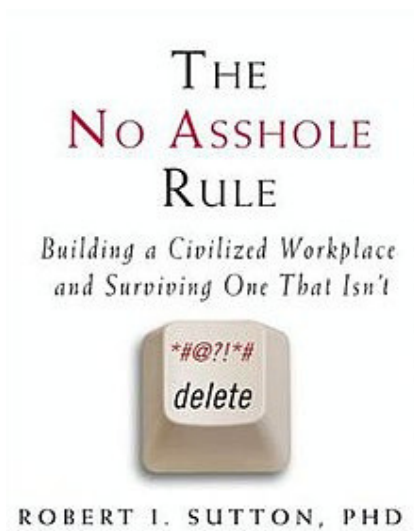
Workplace jerks can cause serious damage to an organization because they negatively impact other staff, as well as the performance of the agency. Research shows that it takes five positive interactions to offset one asshole and one single jerk can cost a company thousands of dollars in terms of production. While much of what Mr. Sutton puts forth is common sense, he does remind the reader of some basic ways to deal with an asshole in the work place. He offers seven key points regarding the "No Asshole Rule" that include:

- Discussion on how a few creeps can overwhelm the positive that is generated by a majority
- Following up on enforcing the rule is what will really works
- Living the rule is done through little moments
- Enforcing the rule is everyone's responsibility

Mr. Sutton suggests that there may be value in keeping an asshole around as a way to highlight how not to be, but cautions that asshole poison is highly contagious. He reminds us that everyone has it in them to be an asshole sometime and we should check ourselves regularly so that it doesn't become a habit. Through anecdotes and research, this book discusses the impact bullies have on morale and job performance. Sutton offers tips for surviving nasty people and workplaces. Contrary to much of the literature on leadership, Sutton puts forth the idea that indifference and detachment may be necessary when one has to be in a situation involving an asshole. He offers other ideas to help cope as well.

One of my favorite pieces of advice from this book is that we should "treat the person right in front of you, right now, in the right way." Good words to live by!

***The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't* by Robert I. Sutton. New York: Warner Business Books, 2007. 210 p. ISBN 978-0-446-52646-2**



Change Management & Library Leadership

by Cotina Jones

With constantly changing trends in library services, it is more important than ever before that library leaders serve as change agents for their organization. This means that we should be knowledgeable of what is needed to successfully integrate change in a department or organization. According to Kotter, when setting the stage for change a sense of urgency must be present (Kotter, 2008, p.6-8). A sense of urgency can resemble different things in different organizations. But over all a sense of urgency occurs when members of an organization or department realize the importance of making a change that is detrimental to the continued success of an organization.

Another aspect vital to change management is vision. Blanchard states that when asking colleagues to change the change agent should create a "clear and compelling vision" (Blanchard & Britt, 2009, p. 134). This is an opportunity for the library leader to paint a picture of what the organization or department will look like once the change has successfully taken place. Incorporating others in creating the vision helps to provide a sense of ownership in the change and demonstrates that the change goes beyond the administrative or upper management teams.

Having a sense of urgency and a vision are extremely important. However, they both must be accompanied by excellent and often communication about the upcoming change. Communication within a department or organization should be up and down the organizational structure. In some cases, it is even beneficial to communicate laterally. Gleeson states that facilitative communication is imperative to leading the change. It is up to the leader to encourage communication and feedback during every step of the change process (Gleeson, 2016). It assists the department or organization in being accountable and achieving buy-in for the changes ahead.

Developing a sense of urgency, establishing a vision, and facilitating effective communication are only three of the necessary ingredients for successful change management. Included below are additional resources that are beneficial to learning about being an effective change agent.

Abrahamson, E. (2000, Jul). Change without pain. *Harvard Business Review*, 78, 75-79. Retrieved from <http://nclive.org/cgi-bin/nclsm?url=http://search.proquest.com/docview/227834580?accountid=4315>

Blanchard, K. H., Britt, J., Hoekstra, J., & Zigarmi, P. (2009). *Who killed change?: Solving the mystery of leading people through change*. New York: William Morrow/HarperCollins.

Gleeson, B. (2016). 3 Leadership skills critical for driving change. Retrieved from <https://www.forbes.com/sites/brentgleeson/2016/08/16/3-leadership-skills-critical-for-driving-change/#2340ed4e4fde>

Kotter, J. P. (2010). *A sense of urgency*. Boston, Mass: Harvard Business Press.

