

# Introduction to the Institute Being an Effective Manager

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SYRACUSE UNIVERSITY

School of  
Information  
Studies

**Note: the slides appearing  
in the version of this  
presentation may differ  
from the actual slides used  
during the Institute**

# Introductions

- Institute
- Instructors
- Participants

# Before We Get Started...

- There's a lot to cover...
- Please let us know if
  - We are talking too fast
  - You can't hear me
  - You don't understand what I said
- Please participate
  - Ask questions
  - Don't let me do all the talking
  - Let us know if there are other things you would like us to cover

# The Grand Challenge!



# General Themes

- What does it take to successfully manage and lead a library today?
- The nature of libraries—challenging age-old perceptions—new strategic directions
- Understanding your environment
- People are still people and organizations are still organizations—are some principles universal?
- Assessment

# Objective of the Next Three Days

- Making a difference as a leader and manager
- Look at the forces of change
- Emerging patterns
- Strategies for dealing with change

# Paul Gandel: A Quick Biography

- Vice President/CIO Syracuse University
- Professor of Information Studies
- Dean of University Libraries
- CEO University Public Radio/Television
- Researcher Bell Laboratories
- Educational Background – History, Fine Arts, Library Science, Information Science



# Syracuse University

- Syracuse, New York
- Private coed institution
- 18,000 FTE Students (Graduate & Undergraduate)
- 1,400 Faculty
- 3,300 Staff



# Arnold Hirshon: A Quick Biography

- Associate Provost and University Librarian, Case Western Reserve University
- Chief Executive Officer and Executive Consultant, NELINET, Inc.
- Chief Information Officer and Vice Provost, Lehigh University
- University Librarian, Wright State University
- Associate Director, Virginia Commonwealth University Libraries
- Assistant Head, Cataloging, Duke University
- Head, OCLC Cataloging, Wayne State University
- Educational Background – English, Library Science, Public Administration

# Arnold Hirshon: A Quick Biography

INSTITUTIONAL BACKGROUND



Arnold Hirshon



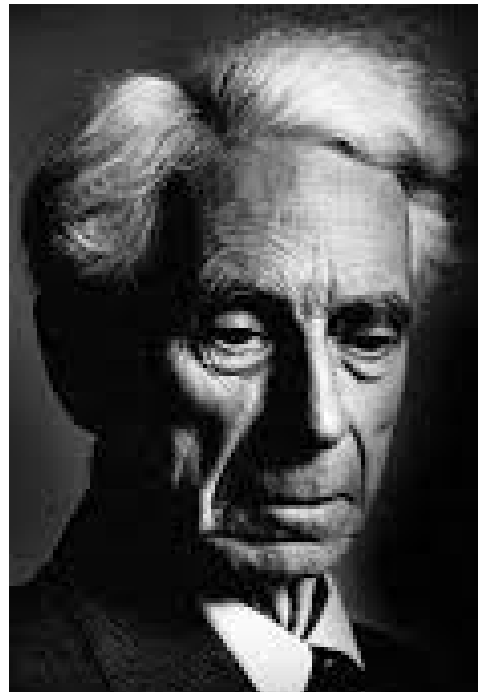
# Introductions

- Find a partner (preferably someone not from the same country)
  - Name
  - Institution
  - What their job is
  - An interesting fact about the person
  - The thing they believe is most challenging being a manager/leader of their organization

# Getting Started May Mean Stepping Back...

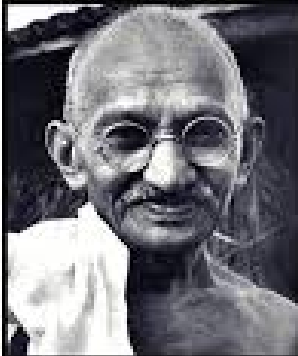
*Anais Nin (1903 – 1977)*

# Take the Time to Listen and Observe!



The whole problem with the world is that fools and fanatics are always so certain of themselves, and wiser people so full of doubts.

- Bertrand Russell



It is unwise to be too sure of one's own wisdom. It is healthy to be reminded that the strongest might weaken and the wisest might err.

(Mahatma Gandhi)

izquotes.com 4

We are here because we are managers!

What do these terms mean?

Management?

Manager?

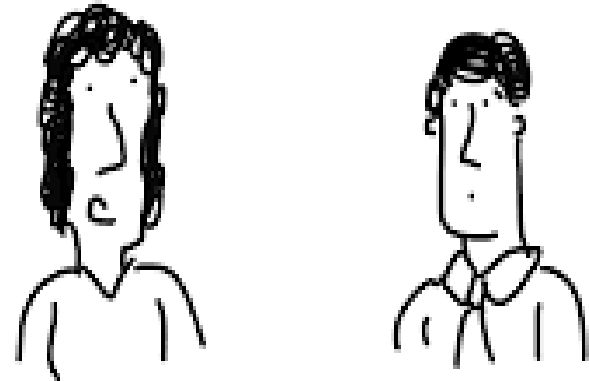
Leader?

# Management- Getting Work Done Through Others...

“Management” means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force.

– Peter Drucker

So did it work?





# The Four Functions of Management

**Planning**

**Organizing**

**Leading**

**Controlling**

# flavor

But Management is also the of the day

Learning Organizatons



Contingency Management



Systems Theory



Quantitative Approaches



Humanistic Schools



Classical Schools



Dates

1880

1910

1930

1940

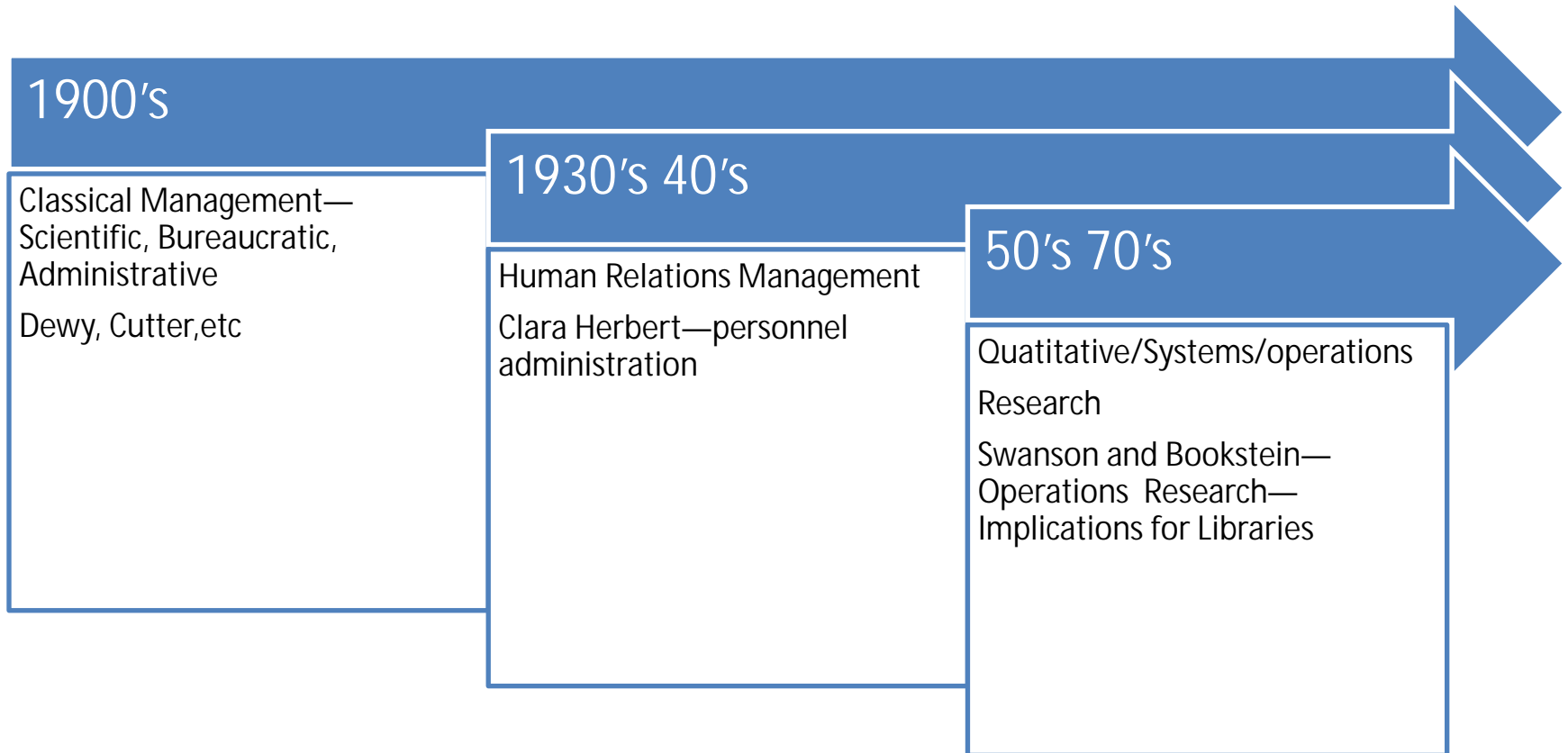
1950

1970

1990

2010

# Library Management....



# Learning Organizations

- Transformational
- Transactional

# Why is Managing So Difficult?

Many Roles--

**Interpersonal**  
**Informational**  
**Decisional**

Source - Mintzberg

# Many Skills

**Technical**

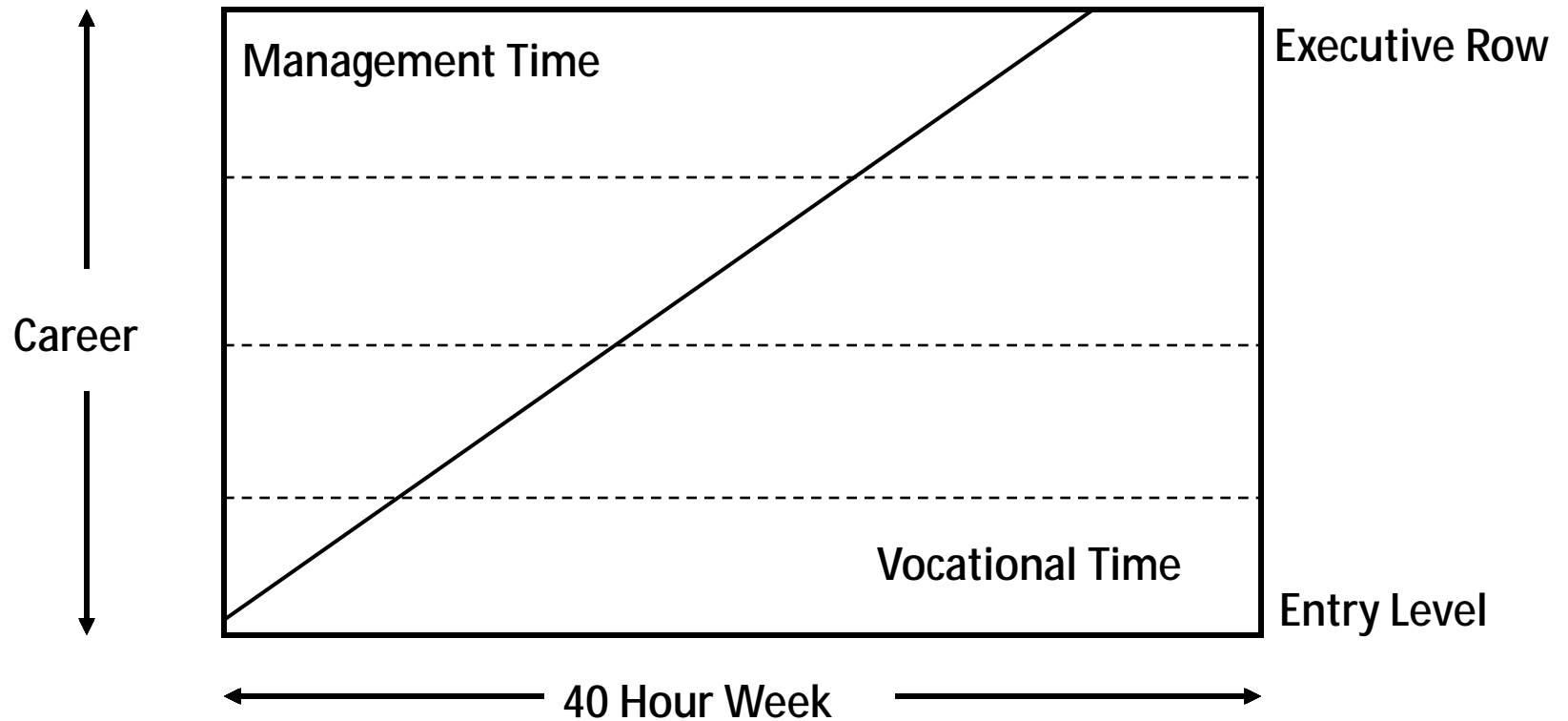
**Human Skills**

**Conceptual Skills**

**Motivation to Manage**



# Never Enough Time!



# Rationalizing Spending Time On Vocational Tasks

- “If you want it done right, do it yourself”
- “I want my subordinates to see that I am able and willing to do anything I expect them to do”
- “I do it to keep my hand in”
- I owe it to my subordinates to give them frequent examples of how something looks when it is done right”

# Opportunity to Make Mistakes

1. Insensitive to others: abrasive, intimidating, bullying style
2. Cold, aloof, arrogant
3. Betray trust
4. Overly ambitious: thinking of next job, playing politics
5. Specific performance problems with the business
6. Over-managing: unable to delegate or build a team
7. Unable to staff effectively
8. Unable to think strategically
9. Unable to adapt to boss with different style
10. Over-dependent on advocate or mentor

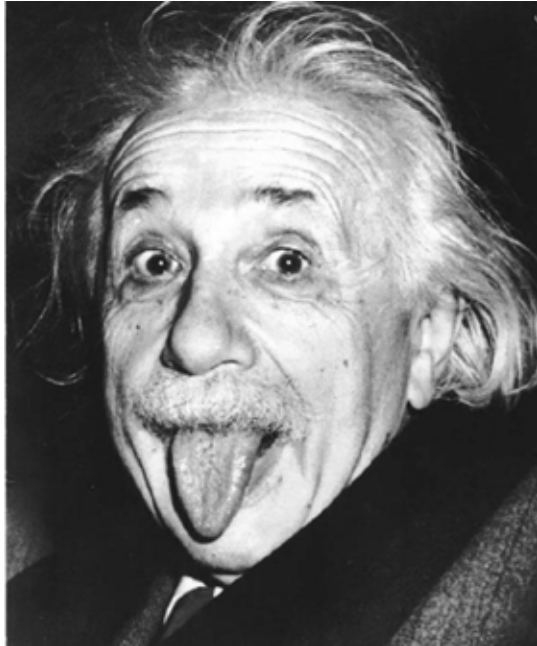
# The Strategic Target Moves

And the Path Far From  
Straightforward!

# A Life of Problems

- Can anticipate –planning techniques and methods
- Can't anticipate—exploring, adapting, course correcting techniques and methods

# Recognize you need clever people!



"I hire people brighter than me and  
I get out of their way."

Lee Iacocca

# And Not Just a Manager...



# But a leader...

“leadership is a product of self-invention by those who have self-knowledge and a strong desire to achieve and that leaders invent themselves by observing, by reading, and by coming to their own conclusions rather than following thoughtlessly or out of duty.”

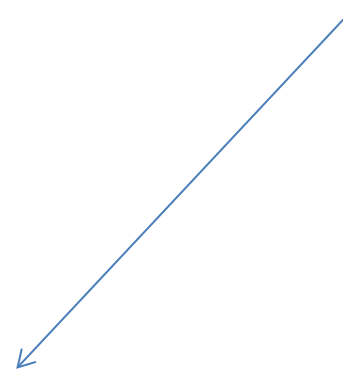
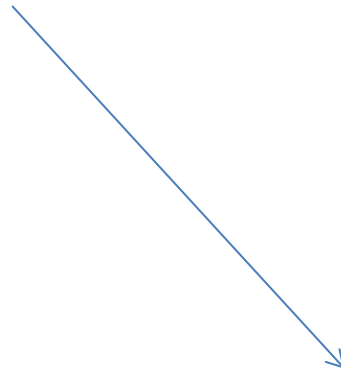
Bennis



# Leader versus Manager?

Leader

Manager



Leader/Manager

Influencing and Organizing Authority

**“There is no end to what can be accomplished if you don’t care who gets the credit”**

**Art Rennison**

# Style

## Leadership Continuum and Factors

Transformational Leadership	Transactional Leadership	Laissez-Faire Leadership
Charisma	Rewards	Free Reign
Inspirational Motivation	Constructive Transactions	Delegative
Intellectual Stimulation	Management By Exception	
Individualized Consideration	Corrective Transactions	

# Who's the Leader?

Old Paradigm?

New Paradigm?

# Awareness

- What are the institution's expectations of you?
- How will your success/failure be measured?
- What's your worst problem is?
- What are the organizations key strengths?

# Understand the Players

- What are their expectations for your unit?
- Find out who really runs the institution and have informal meetings (coffee/beer/lunch)

# Secret Sauce of Leadership

- Honesty
- Integrity

# Never Make Promises You can't Deliver On

- Optimism is good but pragmatic assessments are better
- Never be afraid to say you don't have the answer – you can't know everything on the spot

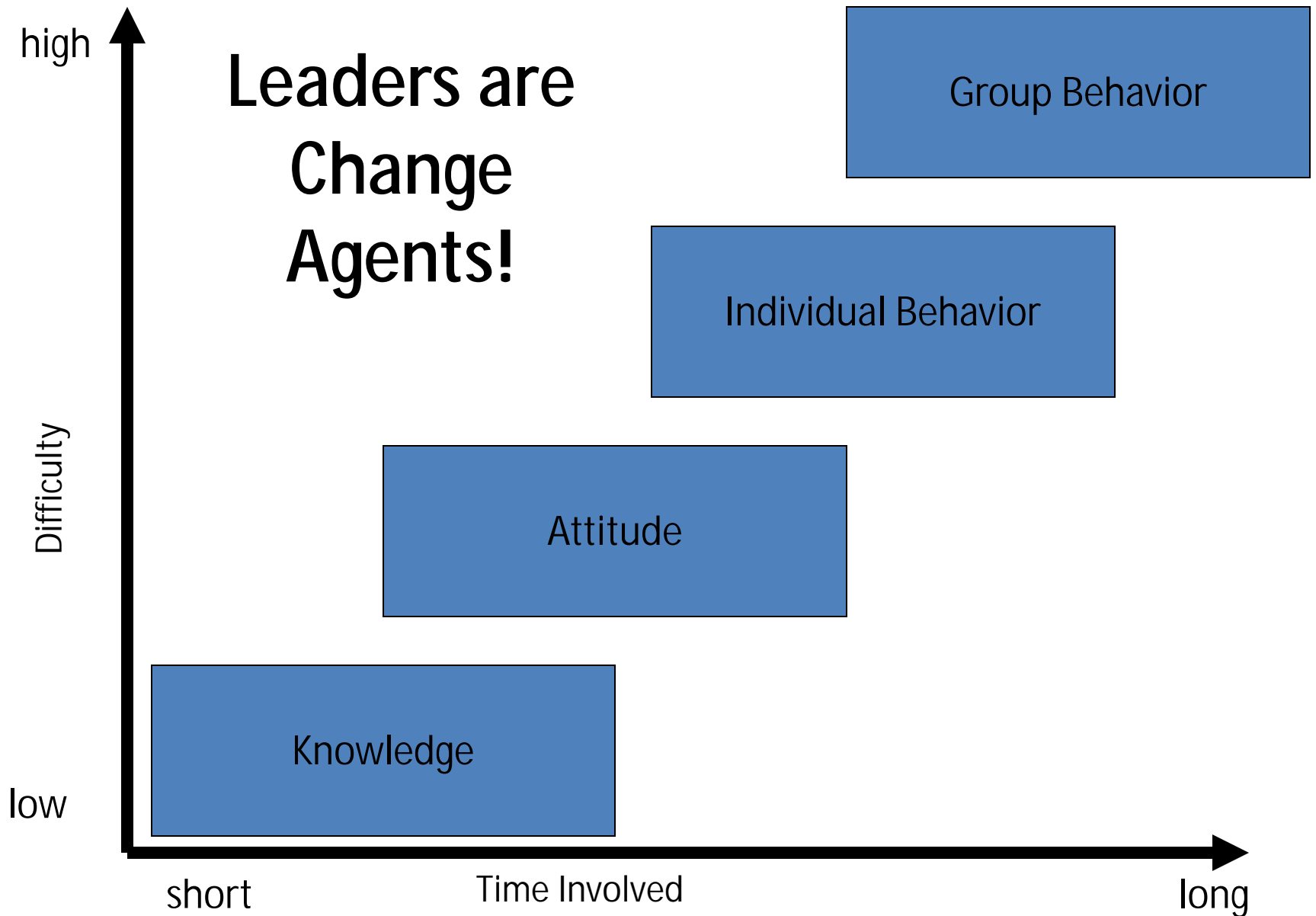




# The Lesson of the Endurance


# Leadership Strategies from the Edge

- Vision and quick Victories—never lose sight of the ultimate goal, and focus on short-term objectives.
- Symbolism and Personal Example—set a personal example with visible, memorable symbols and behaviors.
- Optimism and Reality—instill optimism and self confidence grounded in reality
- Stamina—take care of yourself. Maintain your stamina and let go of guilt
- The Team Message—Reinforce the team message constantly: “We are one—we live or die together.”
- Core Team Values—Minimize status differences and insist on courtesy and mutual respect.
- Conflict—Master conflict—deal with anger in small doses, engage dissidents and avoid needless power struggles.
- Lighten up—find something to celebrate and something to laugh about.
- Risk—Be willing to take the Big Risk.
- Tenacious Creativity—Never give up, there is always another move.



# Change of Die (Alan Deutschman)

- People don't resist change they resist being changed...
- 3R's – Relate, Repeat, and Reframe



When the winds of change  
blow, some people  
build walls and  
others build windmills.  
-Chinese proverb