ALL THE RESPONSIBILITY AND NONE OF THE AUTHORITY:

MANAGING WHEN YOU ARE NOT THE SUPERVISOR

PRESENTED BY:
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MANAGING PROJECTS WITHOUT SUPERVISING

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40+ YEAR CAREER

• Public librarian/administrator
• Library programs consultant/California State Library
• Freelance library consultant
• Chair of California Library Association & ALA committees
SET CLEAR GOALS & EXPECTATIONS

• Get clear direction from the person you report to: What are your responsibilities and what’s your relationship to others?
  • Scope of work

• Set goals/expectations for the people being managed/directed
  • Their role in the project
  • Your role in supporting them
COMMUNICATION

• Which communication formats work best (e.g., email, phone, text, etc.)
• Keep everyone up-to-date
• Communication protocols with supervisors as well as staff
LEADERSHIP

• Definition: Working with people to effect positive change
• Shared decision-making
• Build trust
• Recognize others for job well done
• Be a staff advocate
PICKING OTHERS TO LEAD

• Management experience/good supervisor
• Trustworthy/trusts others
• Good communicator
• Emotionally intelligent
Whose job is it anyway?
Navigating work as a “functional supervisor.”

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About me

• B.A. in Music Theory and History
• MLIS at Simmons College - 1993
• Academic library work study in graduate school
• Contract corporate library work
• In current position since 2009
Rules of Engagement

• Allow people to know what they know
• Know when to collaborate
• Maintain boundaries
• Be as transparent as you can
• Keep supervisors in the loop
• Never ask anyone to do something you wouldn’t do yourself
Nine Tips for Managing When You’re Not the Supervisor

Presented by:

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Professional Experience Managing When Not the Supervisor

- Worked in libraries since 1995
- First experience managing without being the manager: Reference Computer Aid (1999-2003)
- Second experience: Assistant Reference Librarian (2003-2009)
- Third experience: Web Services Librarian (2009-2010)
- Fourth experience: Digital Librarian (March 2013 – August 2013)
- Current Experience: Digital Services Librarian (April 2014 – Present)
Tips To Be Shared Today

1. Get to Know Employees as People
2. Take On The Role As Teacher (When the Opportunity Arises)
3. Learn How to Work With Everyone (Unless the Nut is Too Tough to Crack)
4. React to Problems & Issues as Soon As They Occur
5. Provide Clear Direction
6. Hold Your Team Accountable (But Pick Your Battles)
7. Listen to & Help Employees Feel That Their Opinions Are Valued
8. Communicate Effectively and Don’t Withhold Information
9. Treat Everyone Equally
Tip One

Get to Know Employees as People

- Develop a relationship with reporting employees
- Set healthy boundaries (don’t become a divorce counselor or therapist but take a healthy interest in their lives)
- Showing a healthy interest in employees’ lives makes you an interested, involved boss and a more responsive manager
Tip Two

Take on the Role of Teacher (When the Opportunity Arises)

- Coach employees by giving feedback, pointers, and advice
- Wait until asked to give assistance
  - Don’t offer unsolicited advice
Tip Three

Learn How to Work With Everyone (Unless the Nut’s Too Tough To Crack)

- Embrace an all-accepting attitude
  - Making a strong connection with all team members will help you better communicate expectations, feedback and advice

- If someone is causing disruption on the team let it go to your manager
Tip Four

React to Problems and Issues As Soon As They Occur

- If you ignore a problem, it won’t go away, it’ll get worse!

- Be proactive and intervene if you see a problem developing
Tip Five

Provide Clear Direction

• Create standards and give clear expectations so employees know what they are supposed to do

• Do not be too rigid or flexible with expectations; it is important to strike a balance
Tip Six

Hold Your Team Accountable (But Pick Your Battles)

• A little confrontation can help you and your peers - as long as you approach it in the right way

• Embrace respectful confrontation: an encounter that leads to individuals coming closer, deepening of relationship, and the empowerment of all involved.
Tip Seven

Listen To and Help Employees Feel That Their Opinions Are Valued

- Practice active listening
- Active listening provides recognition and demonstrates your values in action = employees who feel important and respected
Tip Eight

Communicate Effectively and Don’t Withhold Information

• Transparent communication is important to build trust
• Ask for feedback, opinions, ideas and continuous suggestions
• If a suggestion isn’t implemented, let them know why and empower them to implement the idea themselves (if possible)
Tip Nine

Treat All Employees Equally

- You don’t have to treat all employees the same but they must feel as if they receive equal treatment.
- Not treating employees equally destroys teamwork and undermines productivity and success.