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## Practical Management or Practical Magic: A Conversation with Lance Werner and Julene Jones. Managing Dysfunctional Environments

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# Practical Management or Practical Magic

A CONVERSATION WITH LANCE WERNER AND JULENE JONES

6/13/2018

# Practical Management or Practical Magic

- Today's topic: Dysfunctional workplaces
- Possible future topics:
  - Coaching
  - Tips for Training
  - Change Management
  - Corrective Action
  - Budgets

# About us



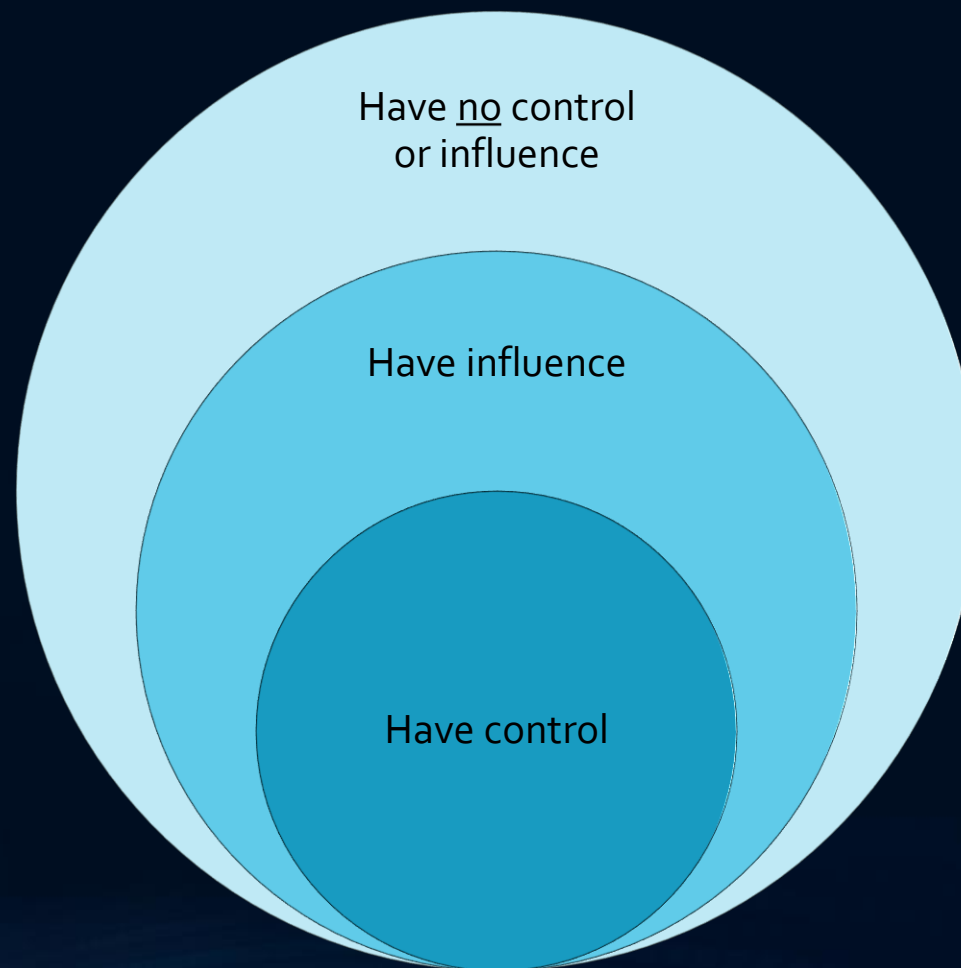
Lance Werner, Library Journal's  
2018 Librarian of the Year and  
Executive Director of the Kent  
District Library, Michigan



Julene Jones, chair, LLAMA  
Mentoring Committee  
and Head of Database Integrity,  
University of Kentucky Libraries



# Spheres of influence



# Build a climate of **trust**

- Clearly communicate your values
- Treat employees with respect
- Involve everyone in problem solving
- Share the same information with everyone
- Confront hard issues in a timely fashion
- Be kind to those who are absent

# Tips

- Set boundaries, ground rules and/or policies and maintain them
- Work to build a climate of trust
  - It is much easier to complain than to be kind or vulnerable
- Practice self-care: watch out for compassion fatigue
- Be aware that you may be the dysfunction!



# Resources we recommend

- Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves (2009)
- Choosing Civility: the Twenty-Five Rules of Considerate Conduct by P. M. Forni (2008)
- Dysfunctional Library: Challenges and Solutions to Workplace Relationships by Jo Henry, et al (2018)
- Making Work Work: the Positivity Solution for any Work Environment by Shola Richards (2016)
  
- Blog: Ask a Manager (<http://www.askamanager.org/>)
- Podcast: Safe for Work (previously "I Hate my Boss!")

# Questions submitted in the LLAMA PAM Committee Survey

Reminders from LLAMA PAM:

Ask questions in the chat window

Please use fake names

Maintain a collegial conversation in the chat window, even when you are frustrated

# Question 1

- How to handle the situation when an employee who is normally very conscientious and high performing **becomes dis-engaged** with their work and starts making mistakes or their quality of work diminishes.

## Question 2

- How do you **inspire** people who seem disinterested in their work even though they are fully capable?

## Questions 3 & 4

- How do you cope with a dysfunctional environment when you have “**inherited**” it, through a new job or assuming new duties in a library where you already work?
- How do you deal with an environment where **inappropriate behavior** has been allowed to fester for years: how to shut it down (rude to presenters, roll eyes during meetings, etc.)

# Let's chat!



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# Next LLAMA PAM conversation

Tentatively scheduled for

Thursday, July 26

2 PM EST / 1 PM CDT

Thank you for joining us!

Please see the following link / use the QR code for a quick survey

[https://iu.co1.qualtrics.com/jfe/form/SV\\_eaOao79LtGgglv](https://iu.co1.qualtrics.com/jfe/form/SV_eaOao79LtGgglv)

