



Review

The Challenge of Library Management: Leading With Emotional Engagement

Wyoma vanDuinkerken and Pixey Anne Moseley. Chicago: American Library Association, 2011. 184 pp. ISBN: 978-083891-102-0. \$52.00.

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Even the most seasoned innovators can have a hard time dealing with and guiding others through changes, and one of the most difficult aspects is the way emotions can complicate things. This book is intended as a guide to help leaders with precisely those issues: handling change in general and being empathetic through the change process. It presents an overview of what change can look like in libraries - both general and specific changes, how change can influence the staff, and how institutional culture (both within the library and in the parent institution) can help and/or hinder progress. It also makes suggestions about initiating and implementing changes, checking your own emotions (or "managerial baggage"), and evaluating your progress.

Unfortunately, this book does not live up to its goals. Although the information it presents is all accurate and grounded in research, one is left wondering who the intended audience is. There are sections that seem geared towards a novice audience, such as a first year library science graduate student fresh from his or her undergraduate career, but the topic - managing change - is more appropriate to mid- or late-career librarians who are in a position to institute the kinds of shifts that are discussed.

Another stumbling point is how vanDuinkerken's and Mosley's writing style, because it adheres to modern academic writing conventions, occasionally gets in the way of readability. One further issue is that there are some unaccountable generalizations, such as suggestions for dealing with Millennials and Generation Xers, which felt a bit out of place.

There is definitely useful information here, including sections and chapters that would help even the most seasoned library administrator, if only to remind him or her of things that s/he probably already knows. In particular, the section about recognizing "red flag behaviors," a concise overview of the differences between summative and formative assessments, a list of motivators to use with employees, and all of the 7th and 8th chapters (especially the overview of different kinds of assessment practices) could be worth at least a glance. However, the previously mentioned problems tend to overshadow the benefits.

Taken as a whole, this book would find its best audience with individuals who are both young in the profession and in age. Others might benefit from flipping through its pages but need not seek it out.

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