Full-time manager in a 24/7 world:

Why 9-5 management techniques don’t work in the modern library

Zarena Cassar & Meg Uttangi Matsos
What you can expect from our presentation

1. Who we are, what we do, and why we feel this topic is important
2. Strategies you can use to support your staff
3. Strategies you can use to support yourself
4. Ways to avoid burnout
5. Time for questions and activities
6. Reading List (we are librarians after all)
Nice to meet you!

Zarena Cassar, Branch Manager, Brampton Library

Meg Uttangi Matsos, Branch Manager, Hamilton Public Library
Introduction

Why is this topic important?

Who we are
- Where we work
- Who we work with - staff teams
Change is the only constant

Evolving management techniques

Evolving staffing models

The 24/7 experience
Strategies for Supporting Staff

Hiring & Training

Communication

Performance Management

Teambuilding
Activity: Scenarios

How would you respond?

**Hiring & Training** - You are in meetings all week, but you have a new part-timer starting on Tuesday evening. How do you welcome them to your team?

**Communication** - You just received a text at 7pm from staff saying that the bathroom toilet is leaking - what do you do?

**Performance Management** - You have to assess a part-timer who only works evenings and weekends - when you are rarely in. What strategies can you put in place to gather information?

**Team building** - It’s been a rough week with illness/short staffing and everyone pitched in to do their best to cover the desk and do programs and outreach. What can you do to help team morale?
Strategies for Supporting Yourself

● Be proactive not reactive
● Easier said than done, but do it anyways
  ○ Close your door
  ○ Trust your colleagues
  ○ Don’t spoon feed
● Figure out where your time goes
Figuring out where your time goes
Activity: Develop a Highlight for next week

- What’s the most pressing thing you have to do next week?
- At the end of the day, which highlight will bring you the most satisfaction?
- When you reflect on today, what’s going to bring you the most joy?
- Rule of thumb: choose a highlight that takes 60-90 minutes.
- Pick your highlight and write it down

Laser
- Create the space and time to achieve your highlight. Literally block off your calendar.

Reflect
- What is success going to look like?

Energize
- Commit to one healthy choice
Tips on how to “make time”

- Log your time to see where it goes
- Stupid time
- Use bits of time (5-10 minute windows)
Job burnout is a special type of work-related stress — a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.
## Checking yourself for burnout

[Link](https://bit.ly/2NsClrG)

<table>
<thead>
<tr>
<th>15 Statements to Answer</th>
<th>Not at All (1)</th>
<th>Rarely (2)</th>
<th>Sometimes (3)</th>
<th>Often (4)</th>
<th>Very Often (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I feel run down and drained of physical or emotional energy.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>2 I have negative thoughts about my job.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>3 I am harder and less sympathetic with people than perhaps they deserve.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>4 I am easily irritated by small problems, or by my co-workers and team.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>5 I feel misunderstood or unappreciated by my co-workers.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>6 I feel that I have no one to talk to.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>7 I feel that I am achieving less than I should.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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## Checking yourself for burnout

Check how you feel about your job by answering the following questions:

1. I feel under an unpleasant level of pressure to succeed.
2. I feel that I am not getting what I want out of my job.
3. I feel that I am in the wrong organization or the wrong profession.
4. I am frustrated with parts of my job.
5. I feel that organizational politics or bureaucracy frustrate my ability to do a good job.
6. I feel that there is more work to do than I practically have the ability to do.

Select the level of agreement with each statement:

- **Not at all** (1)
- **Rarely** (2)
- **Sometimes** (3)
- **Often** (4)
- **Very often** (5)

Click on the link below for more resources:

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<td>14 I feel that I do not have time to do many of the things that are important to doing a good quality job.</td>
<td></td>
<td></td>
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<tr>
<td>15 I find that I do not have time to plan as much as I would like to.</td>
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# Checking yourself for burnout


<table>
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<th>Score</th>
<th>Comment</th>
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<td>15-18</td>
<td>No sign of burnout here.</td>
</tr>
<tr>
<td>19-32</td>
<td>Little sign of burnout here, unless some factors are particularly severe.</td>
</tr>
<tr>
<td>33-49</td>
<td>Be careful – you may be at risk of burnout, particularly if several scores are high.</td>
</tr>
<tr>
<td>50-59</td>
<td>You are at severe risk of burnout – do something about this urgently.</td>
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<tr>
<td>60-75</td>
<td>You are at very severe risk of burnout – do something about this urgently</td>
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Checking Yourself for Burnout

15-18: No sign of burnout here.

19-32: Little sign of burnout here, unless some factors are particularly severe.

33-49: Be careful – you may be at risk of burnout, particularly if several scores are high.

50-59: You are at severe risk of burnout – do something about this urgently.

60-75: You are at very severe risk of burnout – do something about this urgently.
Avoiding Burnout

- It’s hard to be burned out. It’s hard to make changes. Choose your hard:
  - Focus on what you can change
  - Have Empathy
  - Say No
  - Avoid infinity pools
  - Get off the busy bandwagon
  - Use productivity apps
  - Be more mindful
Think about some of the ways you currently feel burned out and ask yourself the following:

What is one thing you are going to **START** doing?

What is one thing you’re going to **STOP** doing?

What is one one thing you’re going to **CONTINUE** doing?

Take a few minutes to discuss and share with your neighbours.
Recommended Readings:

- *Make Time: How to Focus on What Matters Every Day* by Jake Knapp & John Beratsky
- *I Know How She Does It* by Laura Vanderkam
- *Work Rules!* by Laszlo Bock
- *Managerial Leadership for Librarians: Thriving in the Public and Nonprofit World* by Edward G. Evans and Christie Holland
- *Cultivating Engaged Staff: Better Management for Better Libraries* by Margaret Zelman Law

Recommended Apps:

- Forest App
- Insight Timer
- Anylist
Questions?

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