

Library Management 101: A Practical Guide, 2nd edition. Edited by Lisa K. Hussey and Diane L. Velasquez. 2019. 312 pp. Index. Softcover. \$76.99.

The second edition of *Library Management 101: A Practical Guide* is a holistic view of management practices in libraries. It is a valuable textbook and a useful guide for any stage of a person's career. It is also a great resource for those places of employment where training and support in human resources is limited. Early on, the authors note that the text is framed in Western culture for their intended audience and constituency and that they believe that "all of us are managing something all the time," whether it is formally called "management" or not (p. xi). These basic notions set the tone for the book and assist the reader's understanding of the material shared.

The text opens with a broad historical overview of the development of management theory and the pros and cons of its application. Even though the authors note in the preface that management "is all in relationship to people," they dive into theory, which is initially based on "manager's responsibilities" (pp. xii, 1). Like other chapters in the book, it notes popular works and other beneficial resources and touches on diversity and inclusion, which is expounded upon in a chapter by itself later in the book. The book is organized with a few theoretical chapters that surround sections on primary duties or functions. The first six chapters present a natural progression: "Human Resources Management," "Mentoring," "Unions," "Customer Service," and "Strategic Planning." These chapters discuss relevant theories and provide practical overviews of obligations and duties related to the specific area under consideration. The chapter on theories of leadership ends with a particularly useful synopsis of appropriate and applicable competencies that would have been useful in each of the specific areas covered. More on competencies throughout the book would have been better, especially in the chapter on hiring, which could have explained what the competencies are and how they are developed and evaluated. Many hiring practices rely on competencies and require responses to interview questions in the form of examples that support each competency listed in a job announcement.

Almost all the chapters include a case study that helps to illustrate the practical application of the topic being discussed. Even the chapters on strategic planning and grant writing give the reader a hands-on understanding of the process, reminding current and future managers of the need to have a vision, to plan, and not to fear engaging your staff in an activity that will provide direction and hopefully buy-in. Many books discuss approaches to strategic planning that can be too theoretical. This one provides sound objectives. The case studies help readers to think it through and feel more comfortable doing it when on the job.

The authors recognize how significantly the field of librarianship is changing, and they address these concerns. After tackling some really difficult topics like organizational communication, culture, and change management (chapter 10); financial management (chapter 12); ethics and confidentiality (chapter 15); and diversity (chapter 17), the ending is strong, offering practical application. Throughout the text the authors note the "why" and not just the "how." They acknowledge that depending on the size or type of library, managers may not be familiar with the vocabulary or complexity of different

departments that they manage or rely on. The authors encourage readers to “understand what all the jargon means” in these departments and note that these responsibilities are not always owned or managed by the library but by a parent institution or outsourced entity (p. 229). When discussing these other departments, for example facilities and security (chapter 18) and information technology (chapter 19), the authors share insight on relationship-building and knowing your constituency. Understanding the terminology used, with whom to work, and how to work with others are noted throughout the book and are highlighted more so in these areas that are often under a larger umbrella or extension of the library system or parent institution.

One of the strengths of the book is the authors’ commitment to maintaining a framework while acknowledging and pointing to a host of issues and tools beyond the scope of what some believe is “traditional” librarianship. The chapters on project management (chapter 20), grants and applications (chapter 21), and outsourcing (chapter 22) provide advice and solutions to frequent concerns raised in the professions of cultural institutions. The authors’ frequent asides, disclaimers, and sometimes even warnings “are important to be aware of as library managers” (p. 267). This style of writing acknowledges alternative interpretations and areas of focus while maintaining readers’ attention. The myriad gems in this book help the reader not to lose perspective or veer off into thinking “I can’t believe they didn’t mention *x*” or “what about *y*?” Maintaining the framework and intended audience provides consistent clarity in each chapter. Each contributing author knew what people want to know, and if they felt more remained to be covered, they state that along with offering additional resources.

This text covers everything you want to know about managing and supervising. The editors have thought of everything, including internal and external environments (chapter 14), which many managers must figure out on their own. Despite the constant changes in technology and society, the authors still take time to address social media and web-based marketing (chapter 11), along with changes in laws and technology. As I read this book, I found myself nodding and reflecting on when and how I learned something addressed in each chapter. It turns out I did much of my learning in the corporate sector during my first career, or on the job in a library. No library management book covered this range of information with such ease and understandability. This book addresses many of the unknowns and skills that tend to be “learned on the job” and, at the very least, exposes readers to enough managerial situations and responsibilities that they will not be too surprised or ill-equipped after having read this book. This comprehensive book on management is a useful resource in all types of libraries, public or academic, and at any phase of one’s career. The case studies are a welcomed added bonus. So whether in or out of the classroom, *Library Management 101* is valuable and relatable and should be on everyone’s bookshelf. Well worth the read.

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