Making Do with Less: Maximizing Personnel, Budget, and Potential

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OVERVIEW

• Common threads in most of the research.
• Did not find many practical suggestions in my research.
• Most of the ideas that I present can be used anywhere.
• Some examples may need to be tweaked for your library
• Sarcasm...
• Revolutionary business book which has sold over 4 million copies.

• More than any other source, I found the concepts of this book repeated over and over during my research.

• In many ways, the concepts in this book encapsulate the main focus of my presentation when dealing with maximizing personnel, budget, and potential.

It All Starts with the Leader:

What type of leader do you picture?

What type of characteristics does the leader who can maximize personnel, budget, and potential possess?

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Leadership Characteristics:

Level 5 Leaders Characteristics:

• Fierce Will
  --Creates superb results, a clear catalyst in the transition from good to great.

• Compelling Humility
  --Demonstrates a compelling modesty, shunning public adulation; never boastful.
“Level 5 leaders look out the window to apportion credit to factors outside themselves when things go well (and if they cannot find a specific person or event to give credit to, they credit good luck). At the same time, they look in the mirror to apportion responsibility, never blaming bad luck when things go poorly.” (p. 35)
“Am I prepared to have success and not get any credit for it?” (p. 26)

“If you do it right…you may make it impossible for other people to give you credit.” (p. 27)
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Fierce Will Description:

Level 5 Leaders Characteristics:

• Fanatically driven and infected with an incurable need to produce sustained results. Resolved to do whatever it takes to make the company better, no matter how big or hard the decisions.

• Display workmanlike diligence – more plow horse than show horse.
Maximizing Personnel

• Get the right people on the bus.

• Make sure that they are in the right seats.

• When hiring:
  • Don’t settle for good or good enough.
  • Hire based on intangibles and work ethic more than experience and qualifications.
  • Ask: Will they fit on the team?
Maximizing Personnel

• Don’t be afraid to merge job descriptions.

• Don’t be afraid to adjust job descriptions based on new needs.

• If a database of job skills is available, see if someone with the skills is already in your organization/department. This makes good use of time and money.

• Make good use of your student workers.
Maximizing Budget

• Ask questions such as:
  • Can we do this better?
  • Can we do this more efficient?
  • Can we do this with less money?
Maximizing Budget:

“The underlying concept of Leading and Managing the Lean Management Process is a customer-driven philosophy for organization-wide continuous and ongoing improvement and waste elimination.

--Gene Fliedner (2012)
Process of efficiency at Toyota:

- Process and results (not just results)
- Systematic Thinking (seeing the big picture)
- Non-blaming (blame is wasteful)
Steps to Quality:

• Speak up immediately when problems are recognized, no matter what.

• Ask why (at least five times) to reach the root cause.

• Go to the source of the problem and see for yourself.
Maximizing Budget: Practical Ideas

• Follow your stats closely to notice trends that might require action.
• Make your reports user-friendly so that the non-library world can understand them.
• Use relevant data that means something and can be easily measured. Example: Not JUST gate count numbers.
• Find good resources to help you with budgeting if this is something you struggle with. Example: *Financial Management in Academic Libraries* by Dugan and Hernon from ACRL.
Includes chapters such as:

- Types of Budgets
- Program Budgeting
- Reports and Reporting
- Uses of Expenditure Data
- Financial Leadership
Maximizing Potential

Culture of High Trust:

- Believe leaders are credible (competent, communitive, honest)
- Believe they are treated with respect as people and professionals.
- Believe the workplace is fundamentally fair.
- Believe they have a say and that their opinions are important.
Maximizing Potential

Results of Trust:

• Low staff turnover
• Significantly increased morale
• High profit margin
• Retention of millennials increases by 20 times.
• Increases employee satisfaction and motivation
Maximizing Potential: Simon Sinek
The Importance of Starting with “Why”

WHY

HOW

WHAT

Outside-in / Conventional

Inside-out / Remarkable
• Protection from above – Your employees should feel like you have their back. They should not feel like you are out to get them.

• Employees are people too.

• Belonging – the strength and endurance does NOT come from products and services but from how well their people pull together.
“When people have to manage dangers from inside the organization, the organization becomes less able to face the dangers from the outside.”

(Sinek, p. 16)
• Protection from above – Your employees should feel like you have their back. They should not feel like you are out to get them.

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• Belonging – the strength and endurance does NOT come from products and services but from how well their people pull together.
Lean Library Management (2011)
John J. Huber
Why should anyone be led by you?

(2015)

Rob Goffee / Gareth Jones
It’s Not the How or the What but the Who (2014)
Claudio Fernandez-Araoz
Jerry Manas
Academic Library Value (2017)
Megan Oakleaf
Thank you for coming! I sincerely trust that you have taken away something that will benefit your library.

Enjoy the rest of the conference!

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