

UP! UP! AND AWAY?

Pat Steele

(Pat Steele is the Head Librarian, SLIS Library, IU-Bloomington)

In a recent article in the *Journal of Library Administration*, Dorothy J. Anderson tackles a perennial problem for library managers, managing *deadwood*.¹ According to Anderson, *deadwood* refers to staff members who lack vitality, warmth, and interest in their work. She believes that the condition results from a staff member's "personal decision to reject the painful process of growth and change. *Deadwoods* decide to settle for comfort or security. They have learned enough. Struggled enough. They deserve a little peace and quiet. In fact they elect death" (p. 4). A professor of library management at U.C.L.A., Anderson identifies practices and perceptions that contribute to the *deadwood* condition and suggests ways to deal with *deadwood* in the library. Although some people believe that *deadwood* results from burnout caused by excess stress and challenge, Anderson believes that a lack of stress and challenge are more likely to produce *deadwood*.

Anderson addresses the library manager, but how can we, as library professionals, assure that we will not become *deadwood*? To avoid becoming *deadwood*, we must continue to grow and change within our jobs. Anderson emphasizes personal responsibility for personal growth—a simple, logical, and quite uncomfortable idea for many of us. In "Planning for Personal Growth and Development," Chere Coggins² presents growth on a continuum, with *progression* representing one end and *regression* the other. Movement toward *progression* indicates that an individual is utilizing his or her potential, while movement toward *regression* indicates that an individual is minimizing latent potential, perhaps moving toward the state of *deadwood*.

Interestingly, the idea of progressive movement fits in neatly with one of the messages Marilyn Moats Kennedy, an Illinois career consultant and author, delivered in a recent speech to a business women's network group in Indianapolis. Ms. Kennedy, speaking on the broad topic of office politics, indicated that the work environment is rapidly changing to one that rejects the "good ole days" when retirement came after 30 years in the same job. To be efficient and effective organizations will have to utilize employee skills, help individuals grow, and then move them along a career path. An employee doing the same job, in the same environment, utilizing the same skills for over five years becomes a cost to the organization and to the individual. In *Careers in Management for the New Woman*³ Gloria Stashower advises us never to think of our job as permanent, but rather to think of it as a place to learn. Stashower and Kennedy are certainly proponents of the old adage that a job is something you plan to grow in

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NOTES FROM THE EDITOR

Kristine Brancolini

(Kristine Brancolini is the Media Librarian and the Circulation Librarian of the Undergraduate Library, IU-Bloomington.)

Those of us who staff a reference desk from time to time love to tell stories about the unbelievable questions we have been asked. But apparently librarians are not the only group of professionals who must attempt to answer the unanswerable. Emily Okada recently showed me an issue of *Outside* magazine that contains a selection of questions asked to national park rangers last summer. Compared to rangers, librarians don't seem to have it so bad! Many of the questions cover natural phenomena in general:

"How many years does it take for a deer to turn into an elk?"

"Are there any trails that go up, but don't come down?"

"What does that rock taste like?"

"Are those birds raccoons?"

"Are those baby bats?" (The answer: "No, those are flies.)

Others concern the parks specifically:

"Is the whole cave underground?"

"Does the lake [Crater Lake] go all the way around?"

"Are all the islands surrounded by water?"

"How much time does it take to see everything you need to see?"

The last question reminds me of one of my favorite reference questions: "How long will it take me to find what I need to write my paper?"

As Head Librarian of the SLIS Library, Pat Steele regularly scans a wide range of library science publications. In this issue of *The InULA Innuendo*, Pat raises some questions of her own concerning professional revitalization. The topic was suggested to her by a recent article Dorothy J. Anderson wrote on managing *deadwood* on library staffs. By *deadwood*, we mean staff members who are not at their productive peak; they have ceased to grow professionally. Although Anderson addresses library managers, Pat broadens her scope to encompass librarians as a whole, offering ways to avoid becoming part of the *deadwood* on our own library staffs.

When the InULA Publications Committee discussed Pat's idea for the *deadwood* article, we agreed that each reader would wonder, "Am I *deadwood*?" So the Committee helped Pat develop the *deadwood* questionnaire that follows her article. In the privacy of your own home or office, this self-scoring questionnaire will enable you to determine where you fall on the *deadwood* continuum, which ranges from *blooming* to *petrified*. Answer some important questions about yourself. The *deadwood* process is not irreversible!

The InULA Innuendo is a publication of the Indiana University Librarians Association. Letters and comments should be addressed to Kristine Brancolini, Media Librarian, Library W121, Indiana University, Bloomington, Indiana 47405. Publications Committee: Kristine Brancolini, editor, Julie Bobay, Wendell Johnting, Anne Rimmer, Pamela Sandstrom, Marilyn Shaver, Pat Steele.

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InULA PEOPLE

Marilyn Shaver

What does a child whose toys include a book press and bookbinding tools become when he or she grows up? Well, she becomes a preservation librarian at Indiana University, of course, just as Carla Montori did. Only it wasn't quite that simple. The truth is that Carla wasn't considering preservation administration as a possible profession until just three years ago; until then her plans had been to be a conservator—someone who does the hands-on work of bookbinding and repair.

Carla's interest in book conservation stems from the fact that bookbinding has been a hobby in her family for several generations. She remembers a time when, at the age of five, she took a favorite book to her great-aunt to be repaired. The tools that her aunt used in repairing that book had been handed down to her from Carla's grandfather, and now they belong to Carla. Although her interest in bookbinding began at that time, she didn't begin to think of it as a career possibility until many years later.

After Carla graduated from college with a degree in Latin, she moved to Boston where she enrolled in an adult education class in bookbinding. She says that she knew after just one session that she wanted to be a bookbinder. She found, however, that getting the necessary training was difficult, and wherever she lived during the next few years she tried to take any courses that might be helpful.

Then, in 1977, Carla got a job at the Yale University Library as a bookbinder in the Conservation Department. She was now going to be paid for doing something that until then had been only a hobby. Her interest in the library materials preservation field continued to grow during this period, and she soon realized that book conservation and library science go hand-in-hand. She decided that a degree in library science might be very useful if she wanted her career to advance, so she began to take night classes, while continuing her job at Yale. To her surprise, she enjoyed the courses she was taking in library school, and she changed her professional goal from that of being a conservator to being a librarian involved in preservation.

Shortly after receiving her degree, Carla was appointed to head the newly-opened Preservation Department at the Indiana University Libraries. At the present time she is administering such activities as preservation microfilming and book repair, and she is working with commercial binders to set up satisfactory binding specifications. Her goals for the future in-



Carla Montori

Photo by Glenn Read

clude the improvement of the physical facilities of the department and the hiring of a conservator.

Carla Montori's enthusiasm and lifelong interest in the preservation of books assures an optimistic outlook for the physical condition of the I.U. Libraries' collection and its preservation for the use of future generations.

* * *

You say you've been wondering why Ima J. Byrd became a subject librarian in ornithological studies, where Rock Head went when he left the Geology Library for greener pastures, or what kind of research Rob Crusoe did on his sabbatical in Tahiti? Well, here's your chance to find out. The InULA People column during this year will attempt to satisfy your curiosity about people of interest to you. Just send your questions to Marilyn Shaver, Cataloging Department, Main Library, Bloomington, and hopefully the answers will appear in a future column.

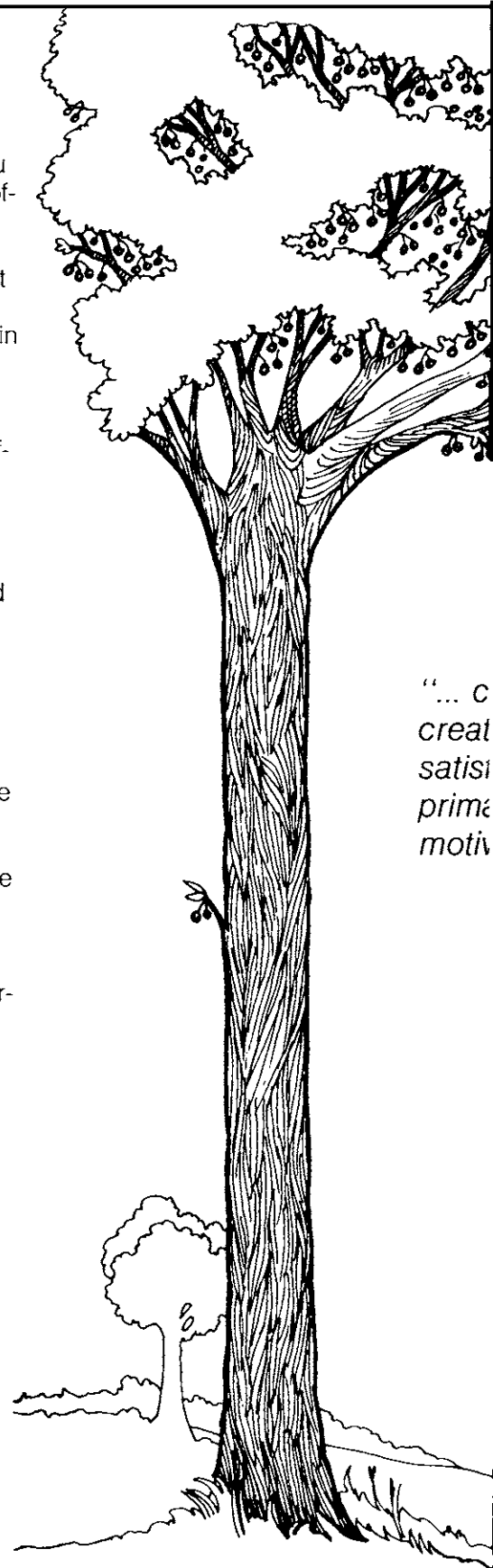
and expect to grow out of. Marilyn Kennedy warns that if you feel you cannot move in the job market, you are hammering nails into your coffin. This is not to say that growth cannot occur in a job that extends beyond five years, that growth cannot occur horizontally. It does, however, suggest that the individual must identify and build areas that provide growth opportunity, whether through special projects, professional organization service, publishing, or other challenges. Even within a tenure structure that systemizes some aspects of professional growth, the onus is on the individual. In this respect librarianship is very much like the teaching profession—continued accomplishment, creativity, growth, and satisfaction are achieved primarily through self-motivation.

Compared to the number of books written to inspire and direct businessmen and women, the library literature includes very few motivational publications. In the past few years, works have appeared on career planning, alternative careers, management strategies, and other similar subjects. Most of these publications are directed to women and are of the “how-to-succeed-in-a-man’s-world” genre. However, much of the advice and most of the recommended techniques are generic enough to be useful to men and women alike.

If we are to move along the positive continuum, what advice do the experts offer for growth? Marilyn Kennedy advises us to never consider our particular job assignment or title, but rather to concentrate on our skills. Where else can they be applied? Are there new skills we should be developing? With new techniques and technologies exploding in all professions, self-limitation through refusal to respond to the new is self-destruction. Keep up on the trends and on related fields that need your skills—on ways to expand. Know yourself. Determine goals and a course of action that will help you achieve your aspirations.

*Paths to Power—A Woman’s Guide from First Job to Top Executive*⁴ is an excellent handbook for professional planning. In it Natasha Josefowitz summarizes what her background and training have taught her:

- * It is possible to assess organizational needs and learn the skills to fulfill those needs.
- * Skills are transferable between fields.
- * Women know more than they think they do. We are socialized to discount our capabilities.
- * Risk taking is essential for success. First, however, we need self-confidence and a positive attitude. A good motto for this is: “Identify your fear, then go there!”
- * Empowering others—sharing your power—increases your power. But you must have it to share it.



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Continued accomplishment,
creativity, growth and
action are achieved
primarily through self-
action.”

In a related vein, Jane Spivack suggests a number of values, interests, and abilities that you must assess as a first step in goal planning.⁵ Consider the following factors before you plan; think of them as they relate to specific fields:

service orientation	interpersonal skills
communication skills	assertiveness
initiative and leadership	analytic/conceptual abilities
creativity and inventiveness	curiosity
order and detail	values

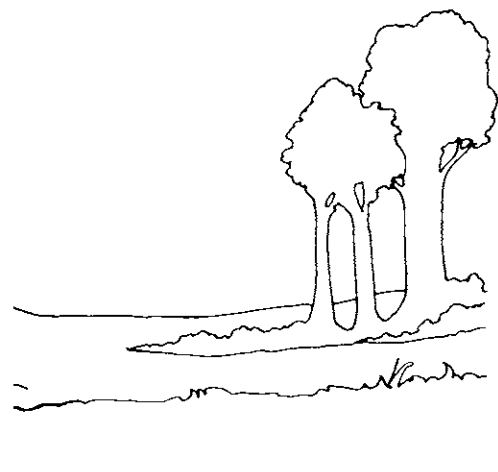
In “Career Planning and Professional Growth,” Ms. Spivack prescribes a flexible stance, good preparation, professional involvement, and the development of mentors and role models to help you grow and develop. She suggests both formal continuing education and publishing as ways to communicate and grow.

If a new job is a definite consideration, Dr. Mary Frances Hoban lists three principles to remember—exposure, visibility and growth.⁶ In other words, a new position should give you the opportunity to discover and sample various types of work in the field; should make you visible to others in your field, but outside your organization; and should afford opportunity for growth. This last principle is particularly important in the rapidly-changing information field.

It is obvious that the literature on personal planning and achievement methodologies share one common theme—growth. Certainly with growth we achieve the antithesis of *deadwood*. To quote Elizabeth Kubler-Ross in *Death: The Final Stage of Growth*, “Humankind will survive only through the commitment and involvement of individuals in their own and others growth and development as human beings.”

Notes

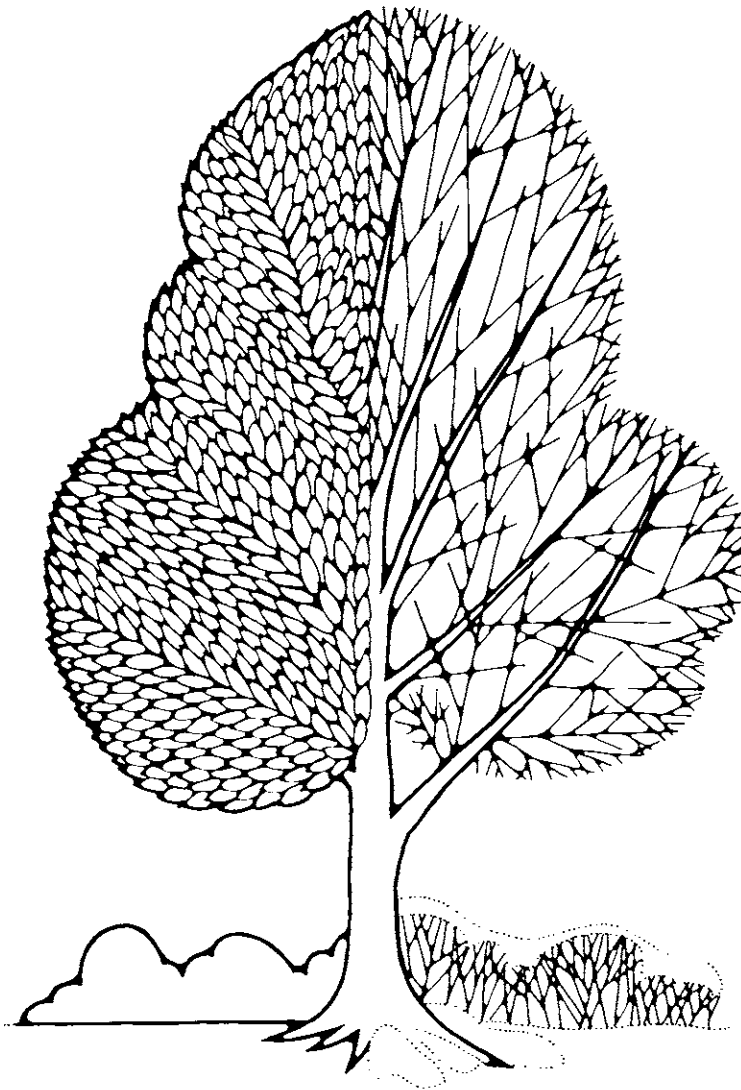
1. Anderson, D. J. (1984). Managing deadwood: Three dangerous assumptions. *Journal of Library Administration*, 5(3), 2-6.
2. Coggins, C. (1982). Planning for personal growth and development. In D. E. Weingand (Ed.), *Library Management: Theories, Skills, and Values* (pp. 47-54). Ann Arbor, Mi.: Pierian Press.
3. Stashower, G. (1978). *Careers in Management for the New Woman*. New York: Watts.
4. Josefowitz, N. (1980). *Paths to Power—A Woman's Guide from First Job to Top Executive*. Reading, Ma.: Addison-Wesley.
5. Spivack, J. F. (1982). Career planning and professional growth. In J. F. Spivack (Ed.), *Careers in Information* (pp. 157-172). White Plains, N.Y.: Knowledge Industry.
6. Hoban, M. F. (1981). Career planning—a serious game. In A. Bruemmer (Ed.), *Library Management in Review* (pp. 90-94). New York: Special Libraries Association.



ARE YOU DEADWOOD?

The following quiz will help you evaluate your deadwood quotient. Answer each question *yes* or *no*.

1. Do you have to sand yourself daily?
2. Do you splinter in a crisis?
3. Are you a chip off the old block?
4. Are you vulnerable to any of the following:
termites?
buzz saws?
beaver attacks?
fires?
nesting birds?
5. Do the minutes of meetings list you as absent even though you were there?
6. At meetings do you feel yourself slipping into a dormant state?
7. Is your top shedding?
8. Is your branch a dead end?
9. Do you find yourself hanging around the dead-trees planter in the lobby?
10. Do you have tenure?
11. Were you "grandfathered" in?



SCALE

Score 1 point for each *yes* answer.

- 0-2 Blooming
- 3-5 Green
- 6-9 Dead
- 10-12 Seasoned
- 13-14 Petrified

The Politics of Information

April 4-5, 1985

Shawnee Bluffs, Bloomington, IN

InULA, the Continuing Education Committee of the Bloomington Library Faculty Council, and the School of Library and Information Science announce a conference on "The Politics of Information." The goals of the conference are to call attention to the library professional's role in access to information; the library profession's policy statements on intellectual freedom; problems of access to government information; problems of access to information, which affects scholarly inquiry; and the Supreme Court's current stance on these issues.

PROGRAM

Thursday, April 4.

1:30-2:00 Registration

2:00-4:00 Session I

Welcome and Introduction, Elaine Sloan, Dean of University Libraries, Indiana University.

"Untruth or Consequences: The Politics of Library access," John Swan, Reference Librarian, Wabash College, Chair of Intellectual Freedom Committee, ILA/ILTA.

"The Supreme Court and the Right of Inquiry," Patrick Baude, Professor of Law, Indiana University.

4:00-6:00 Wine and Cheese Reception

4:15-5:15 Showing of *Censorship or Selection: Choosing Books for Public Schools*, a videotape of a 22-member panel responding to issues of how books get into classrooms and how they are sometimes removed.

Friday, April 5

9:00-9:30 Informal Continental Breakfast

9:30-12:00 Session II

Introduction of Speakers, Barbara Dewey, President, InULA.

"Endangered Access to Government Documents: Regulation, Format, Prices," Lynn Foster, Director, Ohio Northern Law Library.

Speaker to be announced from the U.S. Office of Management and Budget

11:00-11:15 Break

"Scholarly Access To Information," Joan Hoff-Wilson, Professor of History, Indiana University and Executive Secretary of the Organization of American Historians.

12:00-1:30 Lunch

1:30-3:00 Session III

Introduction of Speakers, Herbert S. White, Dean, School of Library and Information Science, Indiana University

"The Politics of Censorship: From Left to Right—And Inside Libraries, Too," Nat Hentoff.

3:00-4:00 Wine and Cheese Reception for Nat Hentoff

REGISTRATION FORM—The Politics of Information Conference

NAME _____

ADDRESS _____ PHONE _____

_____ \$33.00 InULA members

_____ \$35.00 Non-members

Registration fee includes two wine and cheese receptions, and lunch and an informal continental breakfast on Friday

_____ Check here if you need local housing information.

Return with a check made out to InULA by March 15th to Anne Rimmer, Library Personnel, Library C-2, Indiana University Library, Bloomington, IN 47405.

NOTES FROM InULA

Barbara I. Dewey, President

Many of us feel the need for some extra motivation during the winter months. Professional development plans are often far from our thoughts as we feverishly attempt to accomplish daily tasks during this busy time of year. InULA's goals include trying to provide you with opportunities for career growth, to spark interests and to have fun.

This spring we are helping with at least three major events which we hope will involve a lot of members' participation. In this issue of the *InULA Innuendo* you will find information and a registration blank for the jointly sponsored "Politics of Information" conference at Shawnee Bluffs on April 5 and 6. It is becoming increasingly difficult for us to travel to various national conferences so InULA encourages you to take advantage of this local and relatively inexpensive opportunity for continuing education and

intellectual stimulation. This topic has increasing importance for library and information science professionals and academics in general.

Also please put April 16 on your calendar for the 1985 ALA Arbuthnot Lecture featuring Patricia Wrightson, noted Australian author.

National Library Week is April 14-20. The InULA Board and InULA National Library Week Committees want to make this year's booksale and surrounding events a huge success, but we cannot do it without your help. Pat Steele (events chair) and Emily Okada (booksale chair) would appreciate hearing from you, even if you can only give a small amount of time. This event is our biggest fundraiser and provides us with the means to sponsor programs, scholarships, etc. We look forward to hearing from you!
