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<u>LIS 650 Reflection Paper</u>

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Libraries are the educational facilities where information, history, and ideas come to life. How can we keep these magnificent places to stay in business? The answer is simple: great leadership skills and exquisite management. My LIS 650- Leadership and Management in Information Organization class has taught me millions of things about these two terms, but they mainly spoke to me through three subjects: "chunking," how to handle the value of a dollar, and facing change.

<u>Chunking</u>

Planning or "chunking," as I like to call it, is very difficult if you do not know what to do in life and in your future career. Throughout my life, I had always stuck to Plan A: a teacher. I was so passionate in wanting to teach that I told myself that I was going to stay with that plan. Until I was a senior in high school, my Plan A became a failure and I questioned myself of what my Plan B was. Then someone told me about becoming a librarian. When I heard the information about this type of educational field, I finally had a Plan B: to become a librarian. Now that I had a career goal, I asked myself, "How am I going to plan this out?" Then it came to me: "chunking." Chunking is a term that I use for to plan, what Dr. Hersberger described it in our Five-Year Growth Plan assignment, the "'road map' to reach for [my] long-term goals." (Hersberger, 2019b) When planning, James 4:13-14 are the verses that come to mind when I am thinking about planning my life and my career: "Now listen, you who say, "Today or tomorrow we will go to this or that city, spend a year there, carry on business and make money. Why, you do not even know what will happen tomorrow. What is your life? You are a mist that appears for a little while and then vanishes." (Richards, 2000, p. 1356). Life is temporary. Our lives are a vapor and we hardly ever notice. So, in a way, James is asking "How should you live your life and not waste it?" If there was anything this class taught me, it was to "chunk" my life, start planning and make it work for me. I never knew how I was going to plan my life until Dr. Hersberger introduced me to the real idea of how to plan.

According to Dr. Hersberger, planning takes more than just a planner or a to-do list; it takes knowledge and information of how to get to where you need to be. In the Bible, James 2:17, 26 says that faith without action is dead. (Richards, 2000, p. 1354) With an abundance of knowledge and information and faith, we can take that action to create plans that will make the library and its staff successful. Dr. Hersberger told us about certain steps to do when it comes to planning: having "set parameters and boundaries, identify[ing] limiting conditions, chang[ing] limiting conditions if needed, design[ing] a plan of action, carry[ing] out [a] plan of action, evaluat[ing] what has been done, and revis[ing]…or repeat[ing] if the plan works." (Hersberger,

2019a) Whenever you "chunk" your plan, it is not always going to be a straight road; there are going to be turns, curves, and obstacles to get to where you want to go. Plans are meant to change. This class taught me that you are first a person who thinks that planning your life "takes too much time and effort" but once you have all the information, then you will start to think "the simpler the process, the more likely it is to succeed." (Hersberger, 2019a) It is just like James said: we will end up being at one place and then what next? Planning takes action and without action, the plan will fail. Once you gather the information you need, then start planning and make it work for you.

Planning is important in making everything in the library function properly. It involves "an assessment of the future, the determination of desired objectives in the context of that future, the development of alternative courses of action to achieve such objectives, the selection of a course or courses of action from among those alternatives." (Stueart and Moran, 2013, 19) In order for the library to stay strong, it needs to be in a thinking process of "deciding what to do, how to do it, when to do it, and who is to do it." (Stueart and Moran, 2013, 21) I believe that came into consideration when doing the team case study report. Everyone had a task to do and a plan was made of what needed to be done and who should do it. From that experience, I learned that a great team member is someone who manages time and leads the rest of the team through encouragement and reminding them that we are going to get through this and we will meet our goals. In learning from this section, this class has taught me that plans may succeed or fail but having a plan is better than just assuming that everything will run smoothly and that you are not alone in this.

Budgeting

What I reflected from this topic is that handling money is not what you think it is. Knowing the value of a dollar is important in everything. If you want to handle your money right and truly valuing it, then creating a budget is what you should do. Let us go back to James for a moment. He says that you go somewhere for a year (or more), carry out your business and make money. Well the question is, how do you make money and how should you use it? Hallam describes a budget as a "planning document in which you record your best guess of how to pay for the expenses that you anticipate for a given year-taking into consideration the amount and sources of available funds." (Hallam, 2005, 3) In my personal life, when it comes to money, I am more of a saver than a spender. I put away some money for specific reasons such as car trouble or paying for insurance. Setting up a budget is what's going to help me live a good life in this world. According to Dave Ramsey, creating a budget is almost like creating a savings account that saves you from living in debt (Ramsey, 2019). According to Ramsey, you need to follow this step-by-step process in keeping track of your budget: "write down your total income for the month, list all of your expenses, [do a zero-based budget, which is] your income minus your expenses should equal zero (see Hallam, 2005, 15-19), and track your expenses throughout the month." (Ramsey, 2019) If you do this, then your money is worth saving. Just like bank accounts, the purpose of the budget is "to control resources…[and] for accountability" (Hersberger, 2019d). How you handle your budget is up to you but for me, I will stick into creating a budget that will save me from going into debt.

Now, for a library, what I learned from my LIS 650 class was that I never knew there were so many budgets to use. In looking at all of them, it was hard at first to know which one would be the best to use if I managed a library. If I had to choose, I would go for the zero-based budget and the line-item budget. The reason why I chose these two is not that each one "requires

description of each activity within unit" (Hersberger, 2019c), but they are the most common used budgets to when leading and managing a library. Zero-based budgeting, like before, is a type of budget that once expenditures are added with your income, you have to make sure that everything goes back to zero (Stueart and Moran, 2013, 215) It is always good to start at a specific amount for you do not know how much money you will spend when tending to necessary needs such as maintenance and book collections.

In line-item budgeting, it "takes figures from last year's budget and then calculates projected increases." (Hersberger, 2019d) From that definition, I had gathered from my class that having this budget is "easy to prepare, easy to understand, easy to justify, [and] easy for funding authorities to understand." (Hersberger, 2019d) This type of budget is very flexible to the library staff because then they can prepare for the next year from "currently existing programs [that were] good and necessary" to adding new ones. (Stueart and Moran, 2013, 209) The only thing that I learned that makes line-item budgets difficult is that there is "no relationship…between the request and the objective of the organization" which makes you question how can you make that relationship work. (Stueart and Moran, 2013, 209) Well it combines past and present budgets to the future which, in turn, results in "poor evaluation of allocation efficacy." (Hersberger, 2019d) This budget would be somehow difficult but it is easy to do. In summary, budgets are not hard and they are not always written in the formula that you want them to be; it always changes and with those changes comes flexibility. Having a budget gives you an idea of how to use your money. I know that I need to set up a budget in my personal lifestyle and when managing a library someday. Money is not what I thought it was until I made a budget of my own recently. Looking at my budget, it does not look like I will live in an abundant life. If I was going to make a budget when managing a library and leading my staff, it will take a lot of preparing and thinking; but it is a challenge worth doing for the rest of my life because the library needs to stay.

Change Management

Throughout this paper, I had said the word "change" a lot and you know why? It is because libraries change every day. In this class, I learned that change management is "a structured approach for ensuring that changes are thoroughly and smoothly implemented and that the lasting benefits of change are achieved." (Hersberger, 2019c) We need to accept change. Libraries change due to the many technological advances that are happening in book collecting and cataloging. Technology is becoming more broader than ever and, as a future librarian, I need to learn and understand what those changes would be. Khan suggests that change management with technology advancements is good for the library and its staff as well because it demonstrates "commitment…bring[ing] everyone on board… provid[ing] resources of time and finance…and performance." (Khan, 2009, 37) When everyone on a team or as an individual reflect on change, it also affects their attitudes. If librarians remain positive with the changes in technology, book collections, programs, etc., the results would be "strong client leadership, give enough time at the right time, learn from your own and others' successful projects, develop and communicate a clear brief, make a realistic financial commitment from the outset,…respond and contribute to the context, commit to sustainability, and sign off all key stages." (Khan, 2009, 39) With all of these changes comes a great deal of leadership and management. In being a leader, you get to encourage others to doing their jobs and honoring those responsibilities, even if its necessary to ask for help. As a manager, you get to make sure those responsibilities are done and making sure those changes were made to succeed. In the end, all changes will be made out of honesty and fairness. It builds up trust and it makes succession a worthy challenge.

In this class, I have a full understanding that change is a part of life and we need to "celebrate the change." (Hersberger, 2019c) I experienced change as a nervous and scary thing when it comes to trying new things that are not a part of my daily routine. Change is done whether you want it to happen or not in your lifestyles. In libraries, change is bound to happen and we need to learn to accept it and do the best we can.

Conclusion

In conclusion, this class has taught me so much about leadership and management in a personal point of view and from a business point of view in a library setting. Leadership and management are taken for granted and we should embrace those qualities in ourselves as future librarians. I have learned these two terms through planning, budgeting, and change. In planning, it takes a lot of brainstorming and "chunking" to figure out where you want to go to reach your career goal and also how you are going to let your library thrive in business and be welcoming to the community. In budgeting, it is all about knowing the value of a dollar when it comes to live and succeed in the world. It is all about saving, not spending. In change management, change, affects your lifestyle whether you like it or not and, in a library, change happens all the time even when you are not aware of it. We need to embrace the changes even when it is difficult. This class has taught me more things than ever and I am honored that I had a chance to learn how to use my leadership skills in a team and how to manage in the present and preparing for the future.

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