

## Expectations of a Manager

### From Subordinates

- Knowledge about the job
- Not interfere with personal autonomy to do the job
- Solve their problems
- Get the resources to work with
- Get them raises
- Be sympathetic to personal problems
- Provide feedback on performance, particularly positive
- Support their needs
- Create the conditions that allow the staff to do their job and be successful
- Create a positive work environment
- Provide team leadership
- Facilitate relations with those outside the organization
- Be fair in dealing with employees, but empathetic to “special” problems
- Think long term
- Alert and prepare them for major changes in the organization
- Defend them to higher management; protect them from unnecessary interference from above
- Run the organization efficiently
- Build and maintain effective networks
- Provide positive recognition of work well done
- Assist with career development
- Provide psychological well-being

*“In short, from the subordinates’ point of view, the manager was there to serve the subordinates needs and worries first and foremost.” Hill p. 33*

*“Respected, admired leaders are those who can deal profitably with outsiders and bring back benefits and/or protection.” P 361 Sayles, 1989*

### Supervisors

- Hold final accountability for the performance of the unit
- Set goals and agendas for the unit
- Care about the entire library and contribute to its improvement
- Be a team leader
- Follow library policy and procedure
- Manage staff, keep them happy, solve personal problems
- Be fair and legal
- Take care of problems that arise
- Keep the supervisor informed; no surprises, important when making big changes. Make sure boss supports first

- Gain commitment of staff for library policies and activities
- Be a team player; be sympathetic to needs other library units
- Keep the library user happy
- Successfully network to benefit the unit and the library and the user

#### **Peers, Other Department Heads, Outside Agencies**

- Be a formal representative of the unit
- Be sympathetic to their unit's needs
- Be willing to negotiate over access to resources
- Understand the place in the larger organization
- Share information and resources
- Cooperate on activities
- Help in an emergency
- Negotiate conflicts

#### **Users of the Library**

- Good services
- Friendly staff
- Interpret and overrule policy
- Well-run library
- Cost efficiency