

## Rechannel the Energy

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### **Abstract:**

The article offers one librarian director's opinion on a case study in which one librarian is sending electronic mail messages to coworkers perceiving them to be hostile. The author wonders why the director did not know about this beforehand. He suggests the director thank the workers for bringing it to her attention. When dealing with the worker in question, he advises the director to handle it positively and encourage the worker to come directly to her with concerns.

**Keywords:** Work environment | Libraries | Library Management

### **Article:**

#### **ANALYSIS I**

First of all, I wonder just a bit how this went on for an entire year without Snyder knowing about it. It is possible that she has so many direct reports that she has trouble staying in touch; however, as a manager she needs a certain level of rapport and ongoing communication with her employees. They need to feel that if something is bothering them, they can discuss it openly with her. Part of a manager's job is to take regular "temperature readings" to see if there are any things going on that could negatively impact the work environment. Beyond that, it just makes for a better place to work to have a genuine interest in staff.

That said, Snyder needs to begin correcting the problem by thanking Caliendo and Rosen for bringing it to her attention. Clearly, Diller's way of communicating is at the very least inappropriate, unproductive, and unprofessional. Caliendo and Rosen need to be assured that something will be done about the matter but also that they need to bring problems to Snyder's attention sooner. There is no need for them to be twisting in the wind. Snyder needs to make it clear that it is her job to handle these kinds of situations before 40-plus nasty emails have been sent.

The next person to be dealt with is Diller herself. Snyder must set aside some time as soon as possible to meet with her one on one. Snyder should begin by explaining to Diller that such email is completely inappropriate. Beyond that, emails that single out individuals border on harassment and won't be tolerated. Obviously, Diller is motivated since she seems to "care" enough to send these emails. Snyder should try to channel this energy in a positive fashion. One way is to encourage Diller to come directly to her with concerns and observations. Some of these might be appropriate and helpful for Snyder to add to regular staff meeting agendas. In other cases, Snyder will have to make Diller realize that she has listened to what Diller has to say but does not feel she needs to act upon it. When that happens, Diller needs to respect those decisions. There might even be some benefit to just opening up the discussion with Diller a bit. Perhaps she is not feeling challenged or is generally unhappy. Again, there is energy there that might be rechanneled in a positive way.

Lastly, Snyder might address her entire group either by bringing them together or through an email. She should make it clear that she is open to feedback and willing to discuss concerns and issues raised by staff. Such concerns should be brought to her directly so that she might address them in the most productive and useful manner.

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