to sustain these efforts. They stress the intensity of embedded instruction and the necessity of being available to students over long periods of time. Several note that they transitioned to less labor-intensive means of serving students while still finding ways to maintain the level of personalization critical for embedded librarianship. All of them identified the value of evaluative feedback from faculty members and students, as well as the need to revise programs in light of this feedback.

Embedded Librarians: Moving Beyond One-Shot Instruction will be useful to librarians looking for "how-to" guidance on embedding instruction in a course, program, or department. The case studies and reports are well written, theoretically based, and adaptable, and the chapter references will benefit those who wish to read more about this topic. This book provides stimulating ideas for librarians who want to create, expand, or deepen an embedded librarian program and for those who wish to expand the role of librarians within the academy. It is recommended highly to all academic librarians.—*Margaret N. Gregor, Appalachian State University*.

Wyoma vanDuinkerken and Pixey Anne Mosley. *The Challenge of Library Management: Leading with Emotional Engagement.* Chicago: American Library Association, 2011. 169p. alk. paper, $52.00 (ISBN 9780838911020). LC2011-011349.

The Challenge of Library Management: Leading with Emotional Engagement is a concise change leadership treatise that should be required reading in every library and information science graduate program. The work opens with the premise that the greatest challenge facing libraries is the recognition that, without change, our past strengths will become our liabilities. In nine brief chapters, the authors detail the unique challenges facing administrators and managers charged with leading change in a library environment. Through the translation and application of private

sector corporate change management literature and research, the authors advise how to become an effective change leader in library environs. The structure of the book, well documented with over 150 sources, is effective for both new managers and seasoned managers in need of a refresher who may be charged with leading either small- or large-scale organizational changes.

Each chapter ends with "Keys to Success," a summary of the major points discussed in the chapter. The "Keys to Success" are followed by a series of questions under the heading "Thinking Exercises" that encourage the reader to explore a hypothetical situation using the theory, research, and advice provided in the chapter. The "Keys to Success" and "Thinking Exercises" operate similarly to a book discussion guide at the end of a novel. Although written with "a" reader in mind, the book's narrowly focused chapters and "Thinking Exercises" suggest that the work could easily serve as the basis for a management training program. It is easy to envision the book as a framework for a series of weekly mid-level management lunch sessions (each based on one chapter) or as a discussion tool in a mentor/mentee program.

In brief, vanDuinkerken and Mosley begin with "Change in Libraries," an introductory chapter on general management challenges and on the difficulties of leading change in libraries, given their unique personnel, organizational structure, and culture. The remaining chapters identify issues and provide solutions as they might arise on a change initiative project timeline. At the end, the reader is left with the comforting perception that, although difficult, there is an overall template for initiating, implementing, and evaluating the relative success of a change initiative, which can be studied, learned, and successfully applied to most situations.

The main theme of the work is that change initiatives in libraries often fall short or simply fail in reaching a stated objective because management fails to

account for the human factor. First, managers are different from staff in how they react to and view change. Second, managers coming from other types of organizations are often frustrated or perplexed by the constraints of traditional library structure and management, whether it is tenured or grade-level staff or a lack of market forces that enable the manager to develop a staff able to more readily adjust to the needed change. Assuming a manager will need to implement a change initiative with the staff already in place, Chapter 2, "The Human Factor," provides techniques for managers to use to actively engage staff, including guidance on how to avoid making costly mistakes based on common erroneous assumptions about change-resistant employees.

Chapter 3, "Organizational Culture Impact," explores the role organizational culture plays in determining the success of a change initiative. The authors review types of organizational culture and their importance to the process of change and provide instruction through examples of implementing change in healthy organizations. In this chapter, as well as others, the authors caution that even a good thing can be a double-edged sword when implementing change. For example, a healthy, trusting organization might be less likely to have employees who pose the questions necessary to challenge, evaluate, and improve the change initiative on the front end of the process. Most important, the authors advise that, even though you may not be able to change the organizational culture as a whole, a good manager can and should change the culture in his or her sphere of influence.

Chapters 4 and 5, "Initiating Change Effectively" and "Implementing Change Effectively," contain the core message of the book. In these chapters, the authors detail how to effectively initiate and implement change. Reminding the reader that implementation is a small part of a larger process, the authors emphasize that effective leadership requires the ability to successfully sell the idea to the primary stakeholders. In Chapter 4, the authors walk the reader through the sale process in the initiating phase using practical examples. They also discuss the common mistakes that can easily derail the initiative: for example, how to effectively use data in the sales pitch to avoid the dreaded "we could have told you that if you had only asked us" response from frontline staff. Similarly, Chapter 5, on implementation, provides practical "how-to" advice on topics such as the importance of "paying attention to the small stuff" and empowering staff to ensure buy-in. The inclusion of steps and common errors, practical common-sense "how-tos," and the reiteration of the importance of communication in effective initiation and implementation enable these two chapters to stand alone as a troubleshooting reference guide.

In Chapter 6, "Environmental Factors Impacting Success," the authors identify four reasons why some libraries have trouble implementing a change goal: lack of sufficient resources, unsuccessful support activities, insufficient administrative support, or unrealistic goals. Failure to achieve the project's stated goal creates emotional frustration and disillusionment in an engaged staff. An effective change leader manages the staff's reaction to factors that can derail the change initiative to minimize the effect on the overall success of the project. The chapter then addresses two main categories of "implementation detours": anticipated delays and unexpected delays. Included in the discussion are budget concerns, institutional bureaucracy, staff turnover, weather, and personalities. In each example, the discussion reiterates the authors' advice to remain flexible in dealing with factors out of your control to better manage the staff's response and reactions.

Librarians have different characteristics than employees in other organizations that can complicate, exacerbate, and threaten the success of a change initiative project. In Chapter 7, "Managerial Baggage," the authors stress the importance

of managing your own personal and employment history to become an effective leader. As stated by the authors, "it is an unfortunate aspect of the librarian profession that it is sometimes difficult for individuals to let past issues go by the wayside . . . [T]here often seems to be a tendency to remember into perpetuity decisions and mistakes one made in the past and refuse to acknowledge that leaders grow, develop, and improve their skills over time." Despite this rather pessimistic statement, the chapter provides many tips and techniques for developing and building a successful leadership style, both for those new to the organization and for those individuals moving up to a managerial role within the same organization.

Chapter 8, "Evaluating the Change and Yourself as a Change Leader," addresses both the importance of assessment and the reasons assessment is generally avoided at the completion of a project. The authors remind the reader that, whatever broad assessment data are gathered, the data must answer four basic questions to fully assess the change leadership: How did I do as a leader for this change initiative? What did I do well? What did I do poorly? What can I do to improve for next time? These questions reinforce the concept that assessment not only serves to measure the degree of success of the particular project but also to ensure that the change leader improves with each project.

In the concluding Chapter 9, "Change-Specific Challenges," the authors focus on those changes, such as complex large-scale space or vision changes, that bring special challenges to the process. In each example,

the authors note and provide guidance on how to address the management challenges in these unique situations.

This review began with the provocative statement that *The Challenge of Library Management: Leading with Emotional Engagement* should be required reading in every library and information science graduate program. The authors emphasize that the library profession needs proactive engaged individuals who exhibit initiative, collaborate with others, take responsibility for their own professional development, and are committed to high-quality performance standards. Just as managers and administrators must effectively initiate, manage, and implement change (despite being hampered or frustrated by the library context), individuals entering the profession must be willing to be the employee the library needs now and as the future unfolds.—*Catherine A. Lemmer, Indiana University Robert H. McKinney School of Law.*

John J. Huber. *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services.* New York: Neal-Schuman Publishers, Inc., 2011. 197p. alk. paper, $75.00 (ISBN 9781555707323). LC2010-050755.

John Huber has a unique perspective on how to help library systems improve customer satisfaction while reducing costs. He has taken the concepts of Lean Manufacturing typically used in business and industry and has applied them to the library environment. In *Lean Library Management*, Huber explains that Lean is a different way to think about organizing library processes. Huber makes a strong case that, if library leaders were to apply Lean strategies as recommended, customer service could indeed improve while reducing costs.

In the Prologue, Huber explains what Lean is and background information about this concept. He gives a clear and basic description of Lean, while respecting that his audience is not likely to know much about Lean Manufacturing. In the