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Using Emotional Intelligence to Get Through the Tough Times: Why Feelings Matter More Than Ever to 21st Century Libraries

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Using Emotional Intelligence to Get Through the Tough Times: Why Feelings Matter More Than Ever to 21st Century Libraries

Joan Giglierano & Emily Hicks
University of Dayton
Academic Libraries of Ohio Annual Conference
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LIBRARY JOURNAL.com

Back-to-School News Roundup: Staff, Hours, Services See Cuts

By David Rapp Sep 8, 2010

As universities across the country gear up to start another year, *LJ* has rounded up some recent stories of cutbacks in staff, hours, and services at academic libraries:

JOBS & PAY TAKE A HIT

In what may be just a hint of more bad news to come, average salaries dip and full-time jobs dwindle

By Stephanie Maatta

Cuts, Freezes Widespread in Academic Libraries

The Tech Established 1881 ONLINE

Most libraries cut back on operating hours this year

Hayden closes at 11, to lose extended weekend hours

By Jingyun Fan
ASSOCIATE NEWS EDITOR
September 7, 2010

MIT Libraries drastically cut hours for the new 2010-2011 academic year. The libraries Hayden, Barker, Dewey, Lewis, and Rotch lost a combined 27.5 hours of service per week. Most libraries will open half-an-hour later and some, including Hayden, will close an hour earlier.

Budget Cuts Impact Florida's Academic Libraries

By Gloria Colvin

A recent survey of state university libraries' administrators indicates that budget reductions over the past two years are significantly affecting staffing levels and collections, and, to a lesser extent, hours of operation and levels of service. At the same time, usage of these libraries is growing, both in terms of gate counts and circulation. Most growth is seen as part

How Emotionally Intelligent Are You?

Pop Quiz: What's Your EI at Work?

1. I can think clearly and stay focused on the task at hand under pressure.
2. I am able to admit my own mistakes.
3. I can smoothly handle multiple demands and changing priorities.
4. My impulses or distressing emotions don't often get the best of me at work.

Pop Quiz: What's Your EI at Work? (Continued)

5. I operate from an expectation of success rather than a fear of failure.
6. The values of my team—or of our division or department, or the company—influence my decisions and clarify the choices I make.

"EQ is nothing more or less than a collection of tools that we can sharpen to help ensure our own survival."

Daniel Goleman, quoted in Fisher, A. (1998). Success Secret: A High Emotional IQ. *Fortune,* **138** (6).

Emotional Intelligence

- Being aware of your own feelings
- Being able to manage disturbing feelings
- Sensing how other people are feeling (empathy)
- Skilled interaction in relationships

Why EI Matters Now, More Than Ever

People are dealing with rapid social, political, economic, and technological changes, at varying speeds.

Why EI Matters Now, More Than Ever

“Soft Skills” in Library Job Ads

- Called by many different terms:
  - interpersonal skills
  - communication skills
  - people skills

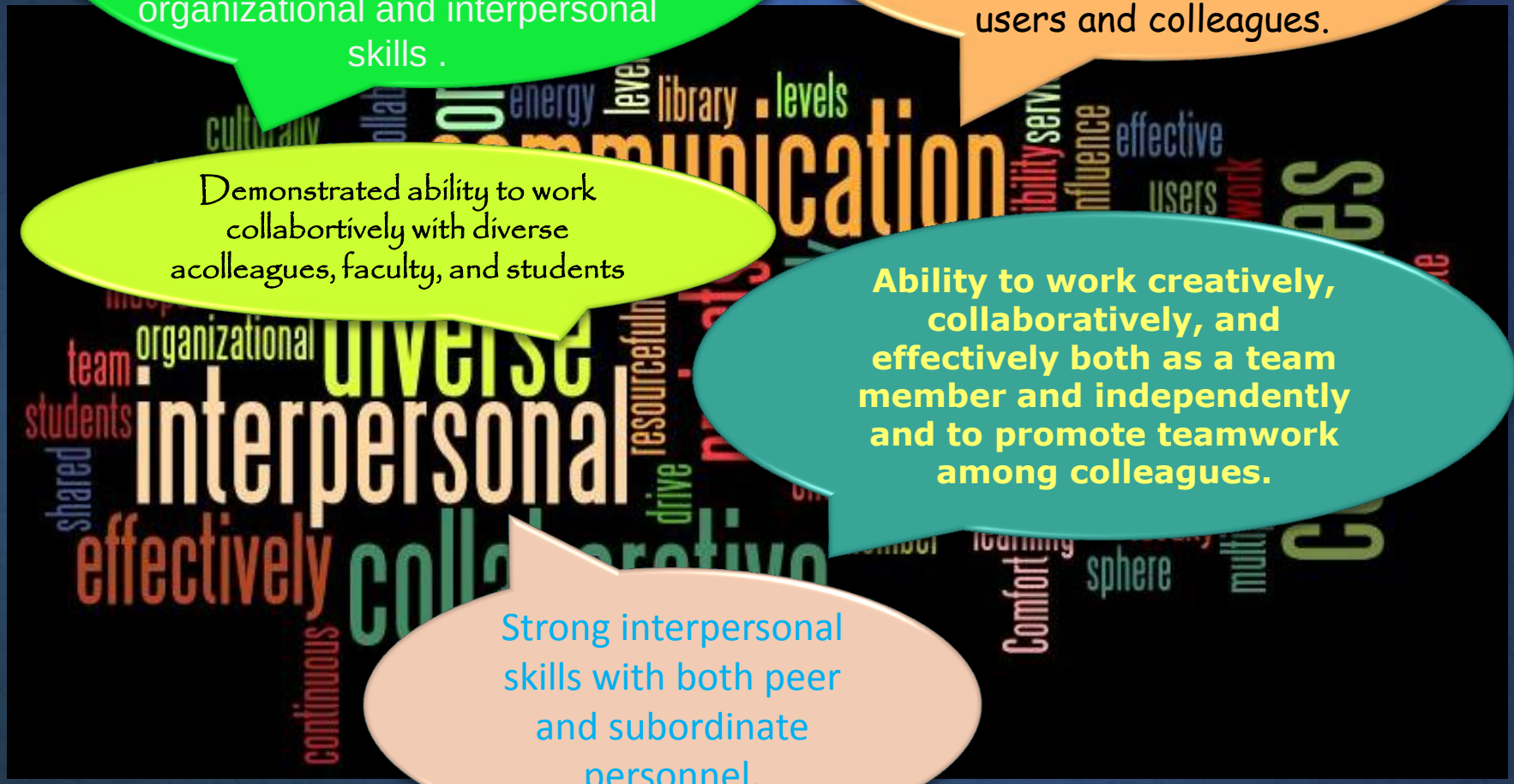
“Soft Skills” in Library Job Ads

	Emotional Intelligence Traits	Archives N	Archives % of Total	Library N	Library % of Total	Total N	Total % of Total
E1 - Self Awareness	Emotional Awareness	0	0.0%	4	0.5%	4	0.4%
	Accurate Self-Assessment	0	0.0%	8	1.1%	8	0.8%
	Self-Confidence	0	0.0%	10	1.3%	10	1.0%
E2 - Self Regulation	Self-Control	56	19.7%	58	7.7%	114	10.9%
	Trustworthiness	3	1.1%	63	8.3%	66	6.3%
	Conscientiousness	37	13.0%	71	9.4%	108	10.4%
	Adaptability	25	8.8%	108	14.2%	133	12.8%
	Innovation	15	5.3%	139	18.3%	154	14.8%
E3 - Motivation	Achievement Drive	2	0.7%	71	9.4%	73	7.0%
	Commitment	0	0.0%	28	3.7%	28	2.7%
	Initiative	11	3.9%	125	16.5%	136	13.1%
	Optimism	0	0.0%	35	4.6%	35	3.4%
E4 - Empathy	Understanding Others	2	0.7%	1	0.1%	3	0.3%
	Developing Others	4	1.4%	18	2.4%	22	2.1%
	Service Orientation	38	13.4%	211	27.8%	249	23.9%
	Leveraging Diversity	17	6.0%	91	12.0%	108	10.4%
	Political Awareness	0	0.0%	8	1.1%	8	0.8%
E5 - Social Skills	Influence	0	0.0%	11	1.5%	11	1.1%
	Communication	169	59.5%	357	47.1%	526	50.5%
	Conflict Management	0	0.0%	2	0.3%	2	0.2%
	Leadership	9	3.2%	68	9.0%	77	7.4%
	Change Catalyst	0	0.0%	7	0.9%	7	0.7%
	Building Bonds	0	0.0%	75	9.9%	75	7.2%
	Collaboration and Cooperation	112	39.4%	199	26.3%	311	29.8%
	Team Capabilities	66	23.2%	173	22.8%	239	22.9%

Reeves , R.K. and Hahn, T.B. (2010). Job Advertisements for Recent Graduates: Advising, Curriculum, and Job-seeking Implications. *Journal of Education for Library and Information Science*, **51**(2), 115.

Must demonstrate initiative, entrepreneurial drive, commitment to continuous learning, strong customer service orientation, exceptional communication, organizational and interpersonal skills .

Excellent oral and written communication skills and interpersonal skills to be able to work effectively with culturally diverse library users and colleagues.



Demonstrated ability to work collabortively with diverse acolleagues, faculty, and students

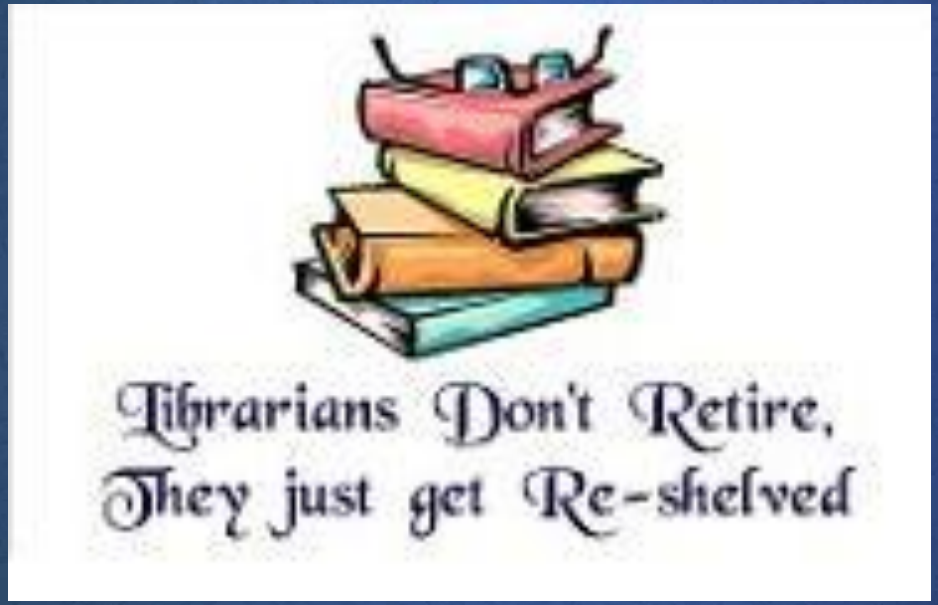
Ability to work creatively, collaboratively, and effectively both as a team member and independently and to promote teamwork among colleagues.

Strong interpersonal skills with both peer and subordinate personnel.

…and then reality sets in

The economic downturn has tightened the job market so much that going elsewhere to escape trying interpersonal situations is much harder than it once was.

…more reality…



So, our co-workers may be with us a long, long time.

Why EI Matters

- Maintaining Service Quality
- Stress Reduction
- Coping with Change

Maintaining Service Quality

- We all have customers
- Incivility is rampant in the culture

Sample LIBQUAL Comments

Stress Reduction

Highly emotionally intelligent individuals report significantly less stress and experience better physical and psychological health than those who are less emotionally intelligent .

Source: Slaski, M. and Cartwright, S. (2002). Health, performance and emotional intelligence. *Stress and Health*, **18**, 63-69.

Emotional Reality of Teams

- Leader is key—sets the tone
- Resonance-building vs. Steam-rolling

EI Competencies for Leaders

- Self-Awareness
  - Accurate self-assessment, Self-confidence
- Self-Management
  - Self-control, Transparency, Adaptability, Optimism
- Social Awareness
  - Empathy, Organizational awareness, Service
- Relationship Management
  - Inspiration, Influence, Conflict management, Change catalyst, Developing others

Individual EI

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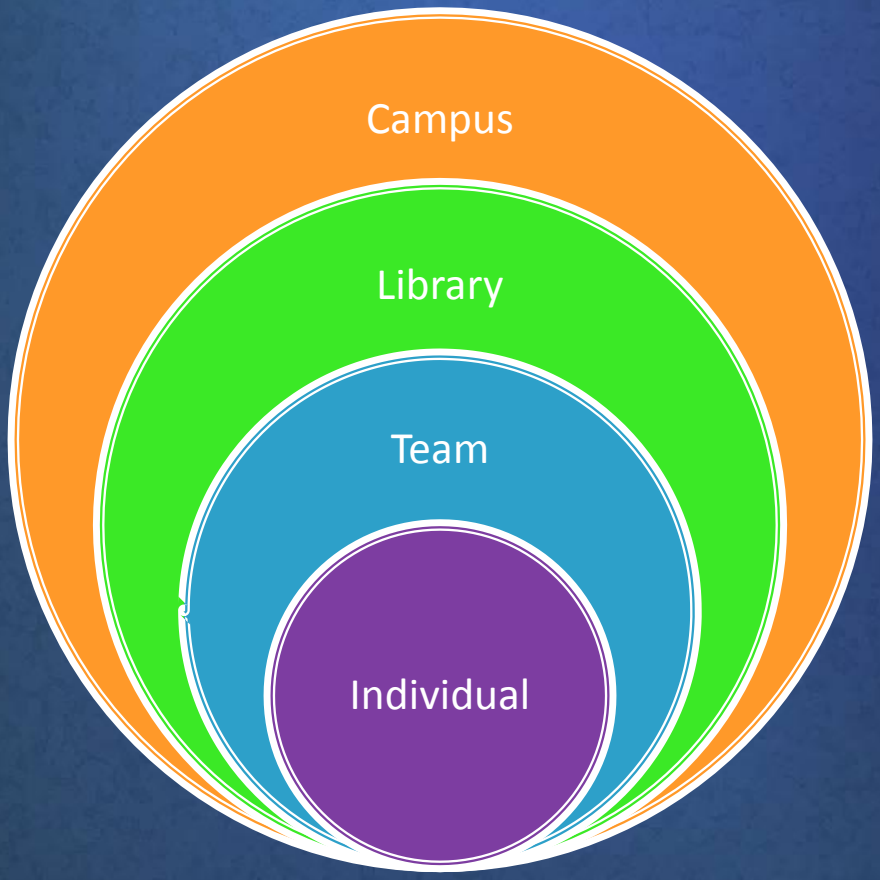
Group EI

Group Emotional Intelligence



Group Emotional Intelligence

"Group emotional intelligence is about the small acts that make a big difference. It is not about a team member working all night to meet a deadline; it is about saying thank you for doing so. It is not about in-depth discussion of ideas; it is about asking a quiet member for his thoughts. It is not about harmony, lack of tension, and all members liking each other; it is about acknowledging when harmony is false, tension is unexpressed, and treating others with respect."

Source: Druskat and Wolff. (2001). Building the Emotional Intelligence of Groups. *Harvard Business Review*, 7**9**(3), 86.

Essentials for Group Emotional Intelligence

Trust

Identity

Sense of efficacy

Essentials for Group Emotional Intelligence

Empathy

Tips for Building Group Emotional Intelligence: Team Leaders

- Make time to discuss difficult issues, and address the emotions that surround them.
- Anticipate problems and address them before they happen.
- Acknowledge and discuss group moods.

Tips for Building Group Emotional Intelligence: Team Leaders

- Assume that undesirable behavior takes place for a reason. Find out what that reason is. Ask questions and listen.
- Reinforce that the team can meet a challenge. Be optimistic. Say things like, "We can get through this.“

Tips for Building Group Emotional Intelligence: In Meetings

- Set ground rules and use them to point out errant behavior.
- Ask whether everyone agrees with a decision.
- Ask quiet members what they think.
- Respect individuality and differences in perspectives. Listen.

Tips for Building Group Emotional Intelligence: Team Members

- Support each other: volunteer to help coworkers if they need it, be flexible, and provide emotional support.
- Express acceptance of coworkers' emotions.
- Validate others' contributions. Let them know they are valued.
- Tell your fellow team members what you're thinking and how you're feeling.

Practice Makes Perfect

Professional Development on Campus

- Navigating Difficult Conversations
- Creating A Positive Work Environment
- Strategies for Improving Relationships with Co-Workers
- Building Teams That Work
- Managing Multiple Generations in the Workplace
- Effective Conflict Management

Professional Development at Conferences

- Leading from Any Position: Opportunities to Contribute to Your Library's Success (Empowerment Conference for Library Support Staff, ALA, 2009)
- Emotional Intelligence: Raising the Bar on Service (Iowa Library Association, 2009)
- Emotional Intelligence and Leadership: Maintaining High-Performance Teams in 21st Century Libraries (ALA, 2001)

Coping with Change—We're All In This Together

Attunement

Harmony

Accord

Modulate

Questions?

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