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# Additional Reading for Consideration

## Respectful HR for Rural Librarians

“The roots of [a] dehumanizing [workplace] philosophy rest with Frederick Winslow Taylor, a late nineteenth- and early twentieth-century American mechanical engineer who was arguably the father of modern widgetry. His time-and-motion studies were revolutionary in helping businesses make their processes more efficient. Six Sigma and Lean Management have their foundations in Taylorism. These process improvement strategies work elegantly for materials and machines. They cut waste. They save time. They make products better, less expensive, and less likely to fail.

“They fail miserably when applied to people. …

“Taylor has been dead for a long time. His ghost lives on. It shows up in the tone of the questions asked on many employee engagement surveys. Most of the questions asked of employees to determine the volume of their ‘voice’ today are patronizing or too weak. They ask for reactions to statements such as ‘I have an opportunity to participate in the goal-setting process.’ ‘My suggestions are given serious consideration,’ or ‘My ideas on work process and procedure improvements are valued. …’

“ ‘Giving serious consideration’ to someone’s ideas is a euphemism for blowing them off. So is ‘valuing someone’s ideas’ or granting them an ‘opportunity to participate.’ Your ideas ‘seem to count’? Well, do they or don’t they?”

*Wagner, R., 2015.*Widgets*. New York: McGraw-Hill Education. [pp. 165-7]*

“EXPLORING AND ADDRESSING THE CAUSES OF JOB MISERY

**Anonymity**

…

“A better way to remove any sense of anonymity or invisibility from employees’ situation at work is simply to *get to know them*. …

“But it can’t be fake. When I say that a manager needs to take an interest in an employee, I’m talking about taking *a genuine interest*. …

**Irrelevance**

“Human beings need to be needed, and they need to be reminded of this pretty much every day. They need to know that they helping others, not merely serving themselves.

“When people lose sight of their impact on other people’s lives, or worse yet, when they come to the realization that they have no impact at all, they begin to die emotionally. …

**Immeasurement**

“…Immeasurement essentially is an employee’s lack of a clear means of assessing his or her progress or success on the job. This creates ambiguity and a feeling of dependence on a manager to subjectively judge the employee’s daily or weekly or monthly achievement.”

*Lencioni, P., 2016.*The truth about employee engagement*. San Francisco, CA: Jossey-Bass. [pp. 229-36]*

“HEART-FULL QUESTIONS AND ACTION TIPS

“Smart leaders welcome feedback from others – their bosses, their colleagues, and the people who work for them. … They want it all – the good, the bad, and the ugly – because they know they can’t improve if the people they work with don’t tell them the truth about how they’re perceived. There are a number of ways, both formal and informal, to solicit feedback from those you work with. One way is to utilize a 360-degree performance evaluation system instead of the old-fashioned and ineffective one-way performance review.”

*Hateley, B., 2017.*The leadership secrets of Oz*. 1st ed. Naperville IL: Simple Truths/Sourcebooks, Inc. [pp. 54-5]*

“Wide learning highlights three dimensions of learning that can expand existing approaches to human learning.

“One dimension of wide learning is time. The term of art for educators has been “lifelong learning” for the past couple of decades. I’ll return to my concerns about the phrase ‘lifelong learning’ later in the book, but for now let’s just say that lifelong learning really expresses only one element of the more inclusive term ‘wide learning.’ Certainly, the notion that learning must take place in a wide time context, over the course of people’s entire lifetimes, is essential to human work. But so, too, are the other two dimensions in wide learning.

“The second dimension of wide learning is the people doing the learning. Human work must serve a wide range of people, diverse in terms of race, ethnicity, gender, immigration status, and a host of other factors. Human workers must represent the breadth of society for all of us to share in the benefits of their human work.

“The third dimension is the content of the learning. What people must learn to be successful in the human work ecosystem represents a wide array of human traits and capabilities. As [robotics expert Ken] Goldberg\* explained, ‘Much of education today still emphasizes conformity, obedience, and uniformity. Today, the goal is to evolve the way we learn to emphasize the uniquely human skills that AI and robots cannot replicate: creativity, curiosity, imagination, empathy, human communication, diversity, and innovation.’”

\*suggested the “wide learning” style as complementary to robotics/AI learning

*Merisotis, J., 2020.*Human work in the age of smart machines*. 1st ed. New York: Rosetta Books. [pp.51-2*]

“LESSON 40

“The Toughest Guys Have the Thinnest Skin: Never Embarrass Someone in Public”

“Coming up in the Mob, I was filled with ambition, but not with experience. When I screwed up, I was fortunate enough to be around old-timers who knew enough to lecture me in private, and never embarrass me in front of other people. I was able to learn my lessons without being shamed in the process.

“Even with my Italian machismo, Mafia hubris, and Napoleon complex, I was always open to advice or criticism – as long as long as it was done with tact. If someone had exposed my mistakes in front of others, I would have been angry and ashamed, and more important I would have dismissed their sound advice, unable to think beyond my emotions.

“Mobsters have emotions like everyone else; in fact, some are downright touchy. I’ve been up close and personal with killers, and they have the thinnest skin of all. They just hide their sensitivity behind a tough-guy persona. That’s why a stone-cold killer’s reaction to even a minor insult can be deadly. Knowing this, their bosses might correct them in private, but never embarrass them in public.

“Employees aren’t volatile hit men, but they can still blow their stacks, suffer embarrassment, or harbor an eternal grudge.

“If someone screws up, correct them in private.”

*Ferrante, L., 2011.*Mob rules*. 1st ed. New York: Penguin Group. [p. 110]*