



# Using a “Project Management Mindset” as an Administrative Approach to Creating Workplace Efficiencies & Building Employee Leadership Skills

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This is a postprint of a book chapter that originally appeared in [Project Management in the Library Workplace \(Advances in Library Administration and Organization\)](#) in 2016. The final version can be found at <https://dx.doi.org/10.1108/s0732-067120180000038007>.

Johnson, Kris. “Using a ‘Project Management Mindset’ as an Administrative Approach to Creating Workplace Efficiencies & Building Employee Leadership Skills.” *Project Management in the Library Workplace* (April 26, 2018): 245–259. doi:10.1108/s0732-067120180000038007.

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Using a “Project Management Mindset: as an Administrative Approach to Creating Workplace  
Efficiencies & Building Employee Leadership Skills

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## ABSTRACT

*Purpose – The aim of this chapter is to help library managers and administrators understand the core processes of project management and how adopting a project management mindset as an approach to library administration can help libraries more efficiently achieve the goals and objectives outlined in their strategic plans and to simultaneously grow library leaders, at all levels of the organization.*

*Approach – The chapter is a combination of general overview, literature review, and conceptual paper. It will begin by discussing the basics of project management and project management processes, the shell, that makes project management such a valuable management tool to help guide staff through work processes. Next will be sections focusing on core literature resources for further understanding the value of project management and the project management mindset, both from the library and non-library literature. Relevant library literature presented will highlight the portions of the literature that tie to the core project management process and its value as a managerial, strategic planning, and leadership building tool. This will be followed by a slightly more in-depth examination of project management processes, followed by a section detailing the practical benefits to libraries. The chapter will end by summarizing the benefits of utilizing project management as a managerial tool and tie into the overall concept of employing a Project Management Mind set as one's approach to management or administration.*

*Practical Implications – Practical implications to embracing a Project Management Mindset in libraries include improving efficiency, realizing goals and objectives tied to strategic plans, and building staff knowledge, skills, and leadership abilities. The ideas gleaned from this chapter can be applied in any library type: academic, public, special, or school.*

*Originality – Library literature related to project management is solid, but generally focuses on processes and tools, and often has an IT focus. This chapter fills a gap in literature geared specifically to managers and administrators and focuses less on specifics and more on the higher-level benefits organizations such as libraries can gain from project management as well as the benefits to the library profession as a whole by increasing employee skills, knowledge, and leadership.*

**Keywords:** Project management, leadership, management, strategy

## INTRODUCTION

*Few organizations have realized the value of proven project-management principles that increase an organization's ability to not only deliver successful projects and programs, but also to meet strategic objectives. (Brown, 2016, para. 1)*

Project management has evolved to become so formalized and specialized that the mere mention of the phrase can be intimidating to the layperson. One can now receive a certification or even a college degree in project management. Complex software programs are specifically designed to help project managers with their work. Experts throw around jargon such as Agile, Gant Charts, Lean, and Critical Path (Varner, 2015) and the acronyms are endless. Space Shuttles and skyscrapers are built on the hard work of project managers and their teams. Project management is a respectable field, and it might be because of this that library managers and administrators would be reluctant to take their organization down the project management path. Because a solid understanding of project management is to respect the skills and knowledge needed to do it well, particularly in relation to very large-scale projects, employing project management processes and techniques may seem unattainable for organizations used to operating under more traditionally soft and less structured processes, such as libraries.

But at its core, project management processes are simple, easy to understand, and very common-sense approaches applicable to the work of all types of organizations, especially libraries. If one were to step back and look at those core processes (the basic shell) of a typical project lifecycle (*see* the next section in this chapter), the concept reveals itself as intuitive. Armed with the general knowledge of the core processes, combined with evidence from the business sector related to the value of using project management to achieve strategic business objectives (addressed later in the chapter), most library managers and administrators would agree

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that utilizing these core processes would be beneficial to the work of their organizations. Once on-board with this idea, it seems like common sense, and being able to see this clearly and being willing to embrace its implementation is what one could describe as having a project management mindset. It is the project management mindset that will be the focus of this chapter, advocating that library managers and administrators embracing ‘the mindset’ as a managerial tool and overall philosophy, and who instill it in their staff, will do well towards creating better organizational efficiencies and help to build leadership skills in their employees. The chapter will advocate for using the project management mindset as a managerial tool equal to or better than established business philosophies such as TQM: Total Quality Management, and that by embracing the mindset an administrator will help add a structure to typically soft library processes and help build future library leaders.

It should be acknowledged that writing about “mindsets” is very popular at present, and there are several definitions of mindset in the popular milieu. Many of the traditional definitions of mindset do not apply in the context of this chapter, especially ones that refer to mindsets as being negative and inflexible, or in ways that indicate mental inertia related to ways of working. Mindset, for the purposes of this chapter, is meant to be a positive, philosophical way of thinking, a way of thinking that guides organizational processes and ways of working towards positive results. In addition, it is implied that the project management mindset is one mindset that can and should intermix with other types of positive mindsets simultaneously in order to affect the best administrative approaches possible. The concept of mindset should also not be confused with another trendy topic, mindfulness. Again, for the purposes of this chapter, mindset and mindfulness are distinctly separate concepts.

## THE BASIC SHELL: PROJECT MANAGEMENT 101

*The first thing you need to realize is that the underpinning of all projects is a framework of specific processes that produce the artifacts of project management.*

(McBride, 2016, p. 2)

Definitions of the word ‘project’ abound. One frequently cited is from the Project Management Institute (PMI), “[A] project is a temporary endeavor undertaken to create a unique product, service or result” (PMI, 2017). Two key components of the definition are that projects are *temporary* and they are *unique*. Because they are temporary, they have a defined lifespan, a beginning, middle, and end. The skyscraper is planned and built, tenants move in, and building operations and maintenance commences. The library’s map collection gets moved from the third floor to the fourth floor and patrons now go there to access the needed items. Projects are unique because they are one-time endeavors. You can only move the maps to the fourth floor one time. Might the maps need to be moved again? Yes, but when that time comes it will be a new project because new considerations and parameters will surround the need for the move. It should be noted at this point, because libraries are heavily involved in event planning, for the purposes of this chapter, event planning will not be considered project management. There is a body of literature that describes the similarities and differences between the two, and good event planning leans heavily on project management processes, but this chapter will not delve into those comparisons. Suffice it to say that events have a unique layer of management surrounding constantly changing and evolving event details and requirements that make planning events different from typical project management.

Beyond the definition, a simple way of conceptualizing a project is through the list of Project Attributes. A project contains these elements:

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- Has a timeframe
- Has a budget
- Has specifications
- Has a result
- Requires a plan
- Requires resources
- Is unique
- Is complex
- Forges connections between departments
- Can be evaluated (Note, 2016, Section 1.1, Table 1.1)

Beyond the definition and the project attributes lies the shell of a typical project lifecycle, commonly referred to as the five (sometimes only four) principles of successful project management:

1. Initiating: Starting the project. What the project is and why it exists.
2. Planning: Deciding how to do the project. Done well, this can represent the bulk of the project.
3. Executing: Literally, the execution or implementation of what was planned in Step #2. This is the doing that leads to the end goal, result, or product.
4. Monitoring/Controlling (sometimes referred to as Releasing): Tied to #3 Executing, and for small-scale projects might not be a critical step. Principal four is sometimes left out of the project lifecycle.
5. Closing: The wrapping up phase. Helps with closure. (McBride, 2016, pp. 3-4.)

Thinking about project management from the perspective of the five principals and the project attributes helps to relate the myriad things done in libraries as projects, large or small. Even without knowing anything else about project management, and using the principals above as the basic project framework (shell), library staff could adequately manage projects. Simply asking staff to implement and communicate surrounding the principals for all library projects would go a long way toward helping libraries improve processes. But libraries can, and should, do more, and additional details that expand upon the principals and attributes will be outlined at the end of the chapter.

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## **THE PROJECT MANAGEMENT MINDSET: PERSPECTIVES FROM BUSINESS AND INDUSTRY**

*Create a culture or mindset acknowledging the benefit of project management as a methodology that enhances your organization's ability to achieve strategic initiatives and gain a competitive advantage. (Brown, 2016, para. 3)*

Understanding the shell that unpins all projects, and seeing its simplicity, is the first step in the process of adopting a project management mindset. Library managers and administrators would also do well to look to business and industry. Ample evidence from the business sector exists related to the value of using project management to achieve strategic business objectives. In fact, the mindset approach to project management had already been coined and written about in that domain numerous times, going as far back as 1993 (Abudi, 2009; Brown, 2016; Dalcher, 1993; Lacey, n.d.; PMI, 2016).

In “Realizing the Value of Project Management”, Brown writes about five key components necessary for businesses to successfully realize the full value of project management principles organization-wide:

1. Create a culture that recognizes the benefits of project management,
2. Engage executive stakeholders,
3. Standardize project management principles,
4. Develop project and program managers,
5. Implement a benefits realization program (2016, n.p.).

Of those components, the first two focus heavily on executive (or applying this to libraries, manager or administrator) involvement in the success of the initiative. For example:

*Create a culture or mindset acknowledging the benefit of project management as a methodology that enhances your organization's ability to achieve strategic initiatives and gain a competitive advantage. Begin by implementing a top-down change-management plan that provides a structured approach to support individuals within the organization*

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*as they move from their current project-management beliefs to an effective project-management methodology befitting your organization and its strategic direction* (Brown, 2015, para. 3).

and:

*Insist on executive stakeholder engagement. Creating a project management-supportive mindset, as a driver of strategic initiatives, is a baby step in the right direction. Engaging executive stakeholders is a giant leap forward. Critical to sustaining the motivation behind both projects and project teams, executive stakeholders tie projects to business objectives* (Brown, 2015, para. 4).

In the Project Management Institute's annual *Pulse of the Profession* report, the following essential points are highlighted in relation to consistent organizational adoption of project management best practices:

- Project management empowers people, rather than restricts them,
- Project management encourages innovation by facilitating teamwork and collaboration,
- Project management helps organizations fulfill client objectives without risking their own profitability,
- Project management practices, implemented from day one, improve the chances of delivering a project on time and on budget,
- Project management practices serve as a valuable competitive advantage (PMI, 2016, p. 14).

Based on real-life lessons learned from business and industry, these examples serve to highlight the importance of not simply paying lip service to the concept of project management, but by embracing it at the executive level down and adopting best practices, thereby infusing it into the organizational culture. Or as more eloquently summarized by the Project Management Institute in their *Pulse of the Profession* report, “[a]ll change in an organization happens through projects and programs. When a project and program management mindset is embedded in an organization’s DNA, performance improves and competitive advantage accelerates” (PMI, 2016, p. 14). The common thread that runs through the business literature is the value well

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implemented and culturally embraced project management contributes to achieving strategic objectives, profits being at the top of the list. It is this strategic viewpoint that guides all for-profit organizations, and that non-profits such as libraries can learn from and would benefit from adopting.

## **THE PROJECT MANAGEMENT MINDSET: STRATEGIC IMPERATIVES FOR LIBRARIES**

*Many libraries are using a project-based workflow to accomplish the goals and objectives of their strategic plans. A [project management] approach that attempts to ensure that projects are completed on time, on budget, within scope and with quality assured is one way to demonstrate to stakeholders that we are committed to increasing the value and relevance of our organizations. (Horwath, 2012, p. 30)*

Building on the project framework, coupled with an understanding on how the for-project sector views the value of project management, library managers and administrators should contemplate current pressures facing their own profession, and how that affects organizational change. A common theme in the library literature focusing on organizational change is the effect the field has undergone due to the advent of information technology and networked environments. Descriptive and urgent adjectives such as rapid, transformative, precipitous, and disruptive are used (Maloney et al; 2010). Coupled with this constant and rapid change is an ever-present need to consider the revamping of current service, or the offering of new products and services, the implementation of which happens (or should happen) via projects.

A secondary theme tied to this is the need for an agile and flexible library workforce to keep up with the changes. Libraries need staff with skills and leadership abilities; people to manage the projects that are being generated as a result of the constant change. Every library employee, at every library type, at every level of the organization (not just IT), is involved with

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projects. Examples range from large (a new library build or current building renovation), to medium (migrating to a new integrated library system), to small (moving the map collection), to micro (redesigning the online maps for the library website). Because of this, it benefits the organization for all employees to have basic project management knowledge, and for managers and administrators to implement project management processes, if only at the most fundamental level.

In 2007, library strategist and project management expert Helene Blowers posited that libraries do not actually ‘do projects’ but instead are involved with initiatives. Blowers elaborated,

“[w]here we fail the most at is in acknowledging and planning for constraints. Our “projects”...don’t have defined budgets and/or dedicated resources and often we even forget to assign an end date. Instead we just heap additional responsibilities on already stretched staff members and neglect to provide them with time off the desk to get things accomplished. Our time frames are loosey-goosey and we seldom assign end dates - for the most part it’s ‘whenever we have the time to get around to it.’ And our scope? Well it may be defined at first, but without a well written project plan, we often experience creep and redirection. The bottom line is that the end result is rarely what we set out for” (Blowers, 2007).

Reading between the lines, one can infer that this is actually a not so gentle nudge to the field of librarianship to do a better job in the area of project management. The premise is simple: The problem is not that libraries do not have projects, it is that libraries can and should do a much better job at prioritizing, managing, and running projects. That is not to say that this applies to all libraries. Of course, many are embracing project management practices, especially for large-scale or IT intensive projects. But there is truth to Blowers assertion, thus this chapter advocating for project management as a management technique.

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The Lexington Public Library (Kentucky) is a recent example of the whole library approach to embracing project management through their Project Management Principles initiative. In 2016, the library was highlighted as an innovator by the Urban Library Council for their adoption of project management principles to affect positive organizational change. Staff attended an intensive three-day training session. Processes were developed to help staff write project narratives, which are then folded into annual budget request forms. Administration is in charge of ensuring the projects are rolled out properly throughout the year, thereby balancing workload for the entire library (Urban Libraries Council, n.d.). The Executive Director of the Lexington Public Library, Ann Hammond, in an article on organizational capacity described the Project Management Principals initiative using the mindset language when describing step five (Project Management: Process and Mindset) in a seven-step plan to help her library reach their strategic goals and vision. Hammond elaborates on the benefits of the Project Management Principles initiative:

“...developing a comprehensive project management process meant that we could collect and consider a year’s worth of large ticket project requests at the beginning of a fiscal year, decide how each did or did not support our strategic plan, set priorities, and calendar the projects. Now we always know what we’re doing and why, we know that we have money designated for our projects, we know when each will be done, and we know which staff member is the project manager for a given project. This process has greatly improved our communication and accountability. Defining our service priorities allowed us to see that some long-standing programs and processes no longer met current needs, and so those staff and financial resources could be used in different ways” (Carrigan, 2015, p. 28).

The systematic approach to organizational improvement taken by the Lexington Public Library ties to larger organizational investments related to strategy. Blowers (2012) likens this to a “disciplined planning process” that is “critical in not only shaping long-term goals but, more

importantly, in achieving short-term value [for libraries]” (Blowers, 2012, p. 25). In this article, contrary (or complimentary?) to what she wrote in 2007, Blowers emphasizes the value of projects and project management to libraries. The article focuses on road maps as the planning and communication tool necessary to assist organizations in achieving their strategic visions, and ties road maps directly to projects:

“A road map demonstrates the relationship of two or more projects toward achieving a long-term vision or goal. It helps people see how your strategies are translated in action (projects) and the connection between projects over a progressive time period. Without a clear and well-communicated road map, it’s easy for management and those in decision-making position to lose sight of the relationships between multiple small projects (especially when funding for the entire road map may span several years)” (Blowers, 2012, p. 26).

Thinking of projects as being “strategies translated into action” can help managers and administrators see the overall benefits of the value of the project management mindset. Ultimately, project management is one part of the larger planning strategy for libraries focused on taking systematic steps to improve their processes and meet their goals and objectives.

### **THE PROJECT MANAGEMENT MINDSET: LEADERSHIP IMPERATIVES FOR LIBRARIES**

*In a learning organization, followers must be willing to lead and leaders must be willing to follow. (Boatright, 2015, p. 344)*

Understanding the relationship of projects to larger strategic initiatives and organizational capacity is a good step towards embracing a project management mindset. Another way of approaching the topic is to consider the leadership needs of the library, as well as the profession of librarianship, and how project management ties to those needs.

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Badia (2015) discusses two methods by which library staff can effectively hone their leadership abilities, to the overall benefit of the organization: 1) Projects and 2) Service in professional organizations. While the bulk of the article details case studies, core aspects that make this article relevant in the context of this chapter are the literature review, which focuses on leadership and organizational development in academic libraries, and contains practical advice about how managing projects builds leaders. In the article, projects are described as “safe ‘learn by doing’ leadership training” and highlights that the same factors that lead to successful projects are the same opportunities and experiences that build successful leaders. She summarizes the project management section by highlighting how project management can help librarians better understand their organizations as a whole, thereby understanding, “the larger picture, that is, understand how the organization functions and the potential effect of specific actions on the library as a whole” (Badia, 2015, p. 2). This latter benefit, the tie in to understanding the library holistically, is the benefit of adopting project management principles and ties to directly to the topic discussed previously focused on organizational change in the rapidly changing environment. The philosophy should also be extended beyond those with the librarian moniker to all library staff.

In “Leading the library (when you're not in charge)”, Boatright (2015) expands upon the concept of the benefit to the individual outlined by Badia, and ties to the introductory section of this chapter by focusing on principles outlined by business and psychology. Boatright, as does this chapter, emphasizes the “theoretical concepts and practical ideas just waiting to be applied to librarianship” (p. 344), highlighting two of the most important: 1) Planning strategically and 2) managing projects. Shared leadership in the library organization is the emphasis of Boatwright’s

article, using proper strategic planning tied to project management as the keys to helping libraries achieve this goal. Regarding the latter, she emphasizes: “Once you understand your vision and have clear, measurable goals in place, it is necessary to begin managing your projects and putting in the effort that will lead to success” (p. 348).

Lastly, in “Leading from the side: The role of middle and project managers in leadership development”, Creelman (2016) ties the leadership imperative broadly to the library profession as a whole by focusing on the change experienced in North American libraries as senior leaders retire, and the opportunities this creates for the libraries in relation to organization change, including reorganization and the possible repurposing of positions. Creelman sees middle and project managers as playing a key role in the leadership development of the next generation of library leaders. In her conclusion she offers, “[it] is also important that these leaders [middle and *project* managers] share the lessons they learn from their experiences with library administrators in order to identify training and resource needs and to help develop a library-wide culture of leadership development” (para. 18). This chapter is that sharing of lessons learned, from the perspective of a former project manager and current middle manager, who via direct experience, learned the benefits of adopting the project management mindset as an administrative approach is essential in building future library leaders.

## **THE PROJECT MANAGEMENT MINDSET: PRACTICAL IMPERITIVES FOR LIBRARIES**

*It is clear that project management in libraries is here to stay.*  
(Kinkus, 2007, p. 361)

For decades, the literature of business and industry has solidified project management as tying directly to strategic imperatives, and now the library literature is slowly catching up. Beyond the strategic though, is the practical. Kinkus exclaimed as early as 2007 that “project management in libraries is here to stay” and it is clear from this book that this assertion is true. It is also clear from the literature of library leadership that the profession is and will be in need of new library leaders, but according to Blowers, libraries are notoriously soft on attention to project management best practices. Developing the project mindset is necessary to move beyond the soft processes to more organized approach.

In order to develop the mindset, and understanding of current mindsets should be considered. Unfortunately, the library literature offers little insight, with the exception of one article. Lawrimore (2013) discusses the distinct mindsets of archivists and library IT professionals related to managing projects, and how a greater understanding will assist in working together to achieve success. In the article, the IT mindset is described as being more suited to projects because of the nature of the IT profession overall, especially in the face of rapid change “[t]his field typically requires that professionals adopt a more flexible, project-based mindset. A specific need is identified, tasks are laid out, deadlines are set, and progress towards the stated goal is monitored. Rapidity and adaptability, not longevity, are favored—since it is understood that a tool created today may be considered out-of-date in the very near future” (p. 191). Likewise, though, archivists are also described as having a project management mindset, in the form of carefully managing, organizing, and preserving collections, but with a slower, more considered approach to the task. Lawrimore advocates for a merging of the two (IT and archivist) mindsets:

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“Archivists, like IT professionals, have always held a project management mindset in that each individual collection processed constituted a single project that must be planned and managed accordingly. Likewise, information technologists, like archivists, should have a keen attention to detail in order to produce useful tools and programs. In order to create a productive partnership, the two must meet in the middle. The archivist must develop projects that fit within the scope and capabilities of an IT department, but also fit into the larger scope of the archives’ mission and goals. The archivist and information technologist must work in tandem to create a timeline with structured markers for judging progress towards the end goal, with room for change as development progresses. In doing so, the archivist must abandon the mindset of “getting it right the first time” and be more responsive to quick, on-the-fly changes and a sense of agile development” (Lawrimore, 2013, p. 191).

The tension related to the divergent mindsets discussed in Lawrimore’s article is acknowledged by project management experts who write about “project culture” and the difference between ‘organizational managers’ or ‘functional managers’ and ‘project managers’ and the way they approach their work. In “Towards a Design for the Project-Based Organization” the authors write about project culture and this tension (Miterev, Mancini, & Turner, 2017, 486-487). Perhaps then, the goal for library administrators and managers, after embracing the project management mindset, is to work towards creating a project culture focused organization?

How can library professionals work towards this mindset, and eventually a project management focused organizational culture? Wagner, in the article “The 3 Skills You Need to Have for Successful Project Management” outlines the following core skills, or attributes, not only for the managing of projects, but being a good project leader: 1) Task Orientation, 2) Management Orientation, and 3) Leadership Orientation. An interesting aspect of the article is that of the list of recommended books in the bibliography, none have the word project management in the title and all are focused on human communication and management. Circling

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back to the premise of this chapter, project management does not have to be technical or complicated. At its core, the concepts are simple, and communication is key:

1. **Task Orientation:** Task orientation is attention to the details, and is what happens at the beginning of the project when forming a development plan and timeline. Task orientation also ties to how the frontline staff think. Frontline staff tend to be very task oriented. As the project manager, having a mindset toward task orientation will help that manager connect with team members in terms of what a project might mean for their day to day activities.
2. **Management Orientation:** Management orientation ties to having (or developing) management or supervisory skills. Examples include the ability to delegate the tasks to the right people; the ability to oversee the project and make sure everyone is on track; and the ability to communicate information to the staff and stakeholders on a regular basis.
3. **Leadership Orientation:** This orientation is the ability to make decisions and to communicate with the decision makers at your organization, at the vendor's organization and at the customer level. (Wagner, 2006)

Wagner's article would serve to indicate that libraries must start the process of developing the project management mindset by developing good project managers. Beyond Wagner's "3 Skills", library managers and administrators would do well to familiarize themselves with the classic list of success factors for projects produced by Pinto and Slevin:

1. **Project mission:** Clearly defined goals and direction,
2. **Top management support:** Resources, authority and power for implementation,
3. **Schedule and plans:** Detailed specification of implementation process,
4. **Client consultation:** Communication with and consultation of all stakeholders,
5. **Personnel:** Recruitment, selection and training of competent personnel,
6. **Technical tasks:** Ability of the required technology and expertise,
7. **Client acceptance:** Selling of the final project to the end users,
8. **Monitoring and feedback:** Timely and comprehensive control,
9. **Communication:** Provision of timely data to key players,
10. **Trouble-shooting:** Ability to handle unexpected problems (Müller and Turner, 2010, p.1)

Adopting Pinto and Slevin's success factors, will then translate to the most easily understood tangible benefits to an organization from the perspective of a manager or administrator.

In addition to the major benefits outlined via the literature, and tying to Blower's observation about loose library practices related to project management, the following represent simple benefits to implementing the basic PM shell for library projects:

1. **General Accountability:** Officially labeling something a project and assigning a point person and team helps to keep individuals accountable and on task. By adding the project management moniker and framework to an initiative, staff are not able to say "I just don't have time. I'll get to it when I can" anymore, because prior to assigning the individuals, conversations will occur that outline expectations and an individual's ability to participate in the initiative.
2. **Findable Updates:** By asking the project team to follow simple project outlines (any of those mentioned previously in this chapter would suffice as a basic project shell), and asking for those outlines to be made available to others in the library and updated on a regular basis, helps to keep managers and administrators updated on the project status. Utilizing basic project tools for documenting projects, tools that are shared and available for viewing 24/7, will end the practice of managers asking, "Can you send me a project update?" and then the content gets lost in the black hole known as e-mail. Instead, the manager or administrator can simply check the 'tool' any time for an update. Examples of simple tools range from Google sheets to Trello boards.

3. Team Accountability: Formalizing something as a project, appointing point people to the project, and asking for findable tools to be created helps to the team accountable and on task. Use of the share tool (mentioned in #2) acts an incentive to keep team members on track. Because project management may not be the direct supervisors of the individuals on their team, the tool can be easily shared with actual supervisors and managers, who can check to see if their team member (aka employee) is keeping up with her work, or, the project manager can point the supervisor to the tool when a team member is lagging.

Detailed project management practices go beyond the scope of this chapter, but a basic understanding based on practices outlined above will take the library manager and administrator towards an adequate understanding helpful towards adopting the project management mindset.

### **THE PROJECT MANAGEMENT MINDSET: CONCLUSION**

*To achieve performance improvement, organizations must be constantly changing...Change, and the need to manage change through projects, is now an endemic part of business life: it is the new normal. (Turner, 2014, p. 1)*

Beyond this chapter, the first chapter in Turner's *The Handbook of Project-Based Management: Leading Strategic Change in Organizations* (Fourth Edition) is an excellent next read for library managers and administrators interested in adopting the project management mindset. The title of the chapter is "Leading Change" and the chapter serves to solidify the concept of the project-oriented organization, one that has moved beyond the Total Quality Management movement of the 1980s, and establishes that project management is, in reality, the new general management.

There are many good books on project management, but this one serves to frame the topic less as

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a “how to” manual (although there is plenty of content in that area) and more holistically from the organizational perspective and written specifically for managers and administrators.

Through an examination of how business and industry has responded to the “new normal” of constant change, to a look and the field of librarianship, it’s need for future leaders and the need for more formalized processes to “get things done,” this chapter has outlined a case for managing libraries using the project management mindset. From the business literature, the evidence is clear that project management has become a key component in the success of organizations in the public and private sectors. The library field would do well to recognize what business and industry have been practicing for years, using project management for organizational improvement and efficiency to meeting strategic objectives. And library managers and administrators would do well to adopt the mindset, to the benefit of their organizations and the library profession-at-large.

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