



Blindsided at Work

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Blindsided at Work

- Disengagement
- Low Morale
- Erosion of Trust
- Communication Breakdown
- Organizational Trauma



Case Study 1 – Public Library

- Branch Manager
- Hired through Zoom
- Former branch manager was forced out
- Placed in a branch with little expertise
- Very active Friends group who did not like the selection
- Branch manager inadvertently swiped a car (VIP)
- Branch manager was fired immediately (probation)
- Branch manager thrown out by security





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Public Library (Thoughts, Discussion, What Happened?)

No responses received yet. They will appear here...

Case Study 2: DEI Librarian

- **BIPOC Librarian** was reassigned as a DEI Librarian after losing a workplace discrimination lawsuit
- The library director told the DEI librarian to implement an "aggressive" recruitment and retention plan to attract diverse candidates
- The DEI Librarian was also told to institute mandatory training for all library employees.
- Library employees complained about the drastic changes and wanted them to stop
- Library director compiled the complaints into one document, brought her into the office for a "performance improvement plan"





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DEI Librarian (Thoughts, Discussion, What Happened?)

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Case Study 3: Instruction Librarian

- New instruction Librarian was hired to teach “freshman experience” research classes
- The Head of Instruction had a “script” on how the classes should be taught
- The librarian used the script as a framework but added her modern touches and creative flair
- In 3 months, the new librarian had the top student and faculty evaluation scores and most referrals .
- Six months in the Head of Instruction surprised her by writing her up for insubordination for not following instructions. She was given six months to improve or “grounds for dismissal”





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Instruction Librarian (Thoughts, Discussion, What Happened?)

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Managing Through Conflict

Check assumptions always

Avoid the statement ...well if it was me...

What is the ultimate goal? What is the outcome?

Talk through mutual solutions

People over policy

Positive reinforcement moving forward

Punishment/penalty sparingly

How to Respond to Blindsided at Work

- Verify assumptions (in person and/written if necessary)
- If there is a misunderstanding, establish communication channels to check assumptions
- Document if necessary but opt for face-to-face communication



Managing Conflict: Final Study

- Major Project -- Employee Missed Crucial Deadline
- Crucial Deadline??
- Employee: Usually turns in projects on time (policy: written memo)
- What is the expectation beyond the deadline
- Met Employee in their office – questions
- Negotiated new timeline and outcomes
- Reinforced positive behavior
- Employee turned in the final project outcomes before due date and felt appreciated for the positive effort





< Activities

Moderate

Visual settings

Edit



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What Went Right?

No responses received yet. They will appear here...

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American Library Association

[The Six-Step Guide to Library Worker Engagement | ALA Store](#)

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