What book has had the greatest impact in helping you develop strategic working relationships?

1. **Good Boss, Bad Boss: How to Be the Best... and Learn from the Worst** by Robert I. Sutton (Business Plus, March 15, 2012). “This book is a great read for anyone looking to build and strengthen working relationships. It distills scientific research and practical sense into basic principles for how to change the emotional tone of a workspace to one of positivity and productivity. Simple tips include actively listening to your co-workers, having strong opinions but weakly held beliefs, being willing to admit your own faults, and confronting problems directly, quickly, and with honesty. While there is no formulaic, one-size-fits-all solution to becoming a great leader, this book is for anyone who wants to try to be better.”

   Camilla Tubbs; Associate Dean for Library and Technology; University of California; Hastings College of the Law Library; San Francisco, CA

2. **Steel Magic; The Gift of Fear; Bossypants**

   “At first glance, the three books I credit with teaching me to build strategic relationships seem odd choices. *Steel Magic* by Andre Norton (Simon Pulse, August 1, 1978) is a middle-grade fantasy. *The Gift of Fear: Survival Signals That Protect Us from Violence* by Gavin de Becker (Dell, May 11, 1999) is used [among other things] to train law enforcement professionals. *Bossypants* by Tina Fey (Back Bay Books, January 3, 2012) is an entertaining biography. But all three books emphasize recognizing and trusting your strengths, your intuition, and yourself. When you do that, it’s easier to accept the qualities that others bring to the table. That leads to more productive collaborations.”

   Carol Ottolenghi; Director of Library Services; Ohio Attorney General’s Office; Columbus, OH

3. **Descriptive Statistical Techniques for Librarians, 2nd Edition** by Arthur W. Hafner (American Library Association, March 1, 1998). “One of my biggest challenges is communicating data in a way that is easily understood. This book walks the reader through the process of compiling data, creating algorithms, and translating the results into easily understood charts and tables. Using this book, I discovered ways of working with practice groups, the finance team, and the marketing team to communicate important information in a quick, easy-to-understand format. I use chapter 4 on tables and charts nearly every day, which helps me to clearly communicate my ideas without getting bogged down in reams of data. Applying the skills detailed in this book provides tangible evidence of my value to these groups as a source and partner.”

   Mark Gediman; Reference Librarian; Alston & Bird LLP; Los Angeles, CA

4. **Six Thinking Hats** by Edward De Bono (Little, Brown & Company, 1985). “I was introduced to this book by Tracy Thompson, who at the time was the executive director of NELLCO. Often, when dealing with others, our emotions, outside information, logic, hope, etc., all invade our thoughts, which can lead to confusion. In *Six Thinking Hats*, De Bono takes the things that crowd our thoughts and separates them into six categories and assigns a colored hat to represent each category. By doing so, you can separate your thoughts into the different categories and deal with each emotion or idea at the appropriate time. This has been profoundly helpful as I have progressed in my career and have had to communicate with my library staff, the law school faculty, and other law library directors. It has made it easier for me to understand my emotions and the emotions others bring to the table. This has improved my relationships and has made it easier for me to deal—at the appropriate time and in the appropriate way—with any issues that arise.”

   Christine Dulac; Law Library Director; Donald L. Garbrecht Law Library; University of Maine School of Law; Portland, ME