

would profit from even the simplest ideas. Knowledge of good management principles cannot be considered a given. We may have good ideas as concerns the big picture, but flounder a bit when it comes down to the little nitty-gritty details; and that is where a great many of the author's suggestions are directed.

She begins by laying the groundwork for and pointing out the benefits of cost studies, and then proceeds to work her way from the director to the page and through the various departments with numerous suggestions in every area. She gives concrete, specific ideas with examples, charts, forms, and step-by-step procedures. But don't be misled: Eleanor Brown is mostly concerned with efficient working methods and proper assignment of duties that are cost-effectiveness measures. This is proper management, but does not result in making more dollars available or provide cuts in the budget where needed, unless staff can be reduced or replaced by some means.

There are suggestions for obtaining additional revenue ranging from federal funds to having sales. She also suggests throughout the book the possibility of charging fees for a variety of services. This will most certainly raise some hackles among readers who should keep in mind that the suggestions are free to be accepted or declined and are offered in that spirit.

She does have a tendency to state many of her ideas in a very positive, assertive manner, but options can be found once one begins thinking constructively about the problems. Her how-to approach can provide insights into savings that many may have overlooked in their search.

If one can keep an open mind, overlook some obvious biases, then this volume can be useful—mostly to small and medium-size libraries, less so to large—and, even though the suggestions are basically directed at public libraries, I believe academics can make use of a variety of them. It has a little of something for everyone.—*J. Wayne Baker, Ohio Northern University, Ada.*

DeHart, Florence E. *The Librarian's Psychological Commitments: Human Relations in Librarianship*. Contributions in Librarianship and Information Science,

Number 27. Westport, Conn.: Greenwood Pr., 1979. 208p. \$18.95. LC 79-7059. ISBN 0-313-21329-1.

This small volume presents a number of complex issues as they relate to human relations in library environments, including intrapersonal and interpersonal communication, working relationships, transactional analysis, role expectations and strain, group norms and dynamics, sources of power, assertive and aggressive behavior, and behavioral integrity. The purpose of the book is to present a "conceptual framework for applying behavioral skills in librarianship." Unfortunately, the presentation is not entirely successful and at times is, indeed, confusing.

Part of the difficulty lies in the fact that the author has included many different psychological concepts and ideas without adequate discussion and explanation. It is assumed that the reader is familiar with communication and psychological theories. For instance, the author includes references to transactional analysis and its implications for analyzing working relationships though there is never adequate explanation of the basic premise of transactional analysis. This superficial treatment of complex concepts involving human relations may lead the reader to believe that indeed the concepts, and therefore the relationships, are simple to understand and interpret.

The other difficulty with the book is, that in the context of the presentation of the psychological and behavioral material, the author includes brief scenarios complete with dialogue. This format contributes to confusion as the reader shifts from a discussion of principles and concepts to one brief scenario after another without evaluation of the situations by the author in order to clarify the concept contained within the example.

The book is organized into three sections: (1) inputs to commitment development: understanding; (2) psychological commitments to oneself, staff, and clients: attitudes; and (3) carrying out psychological commitments: skills. The organization of the sections and their respective chapters is intended to provide a sequence that progresses from an understanding of human behavior to an exploration of attitudes and,

finally, the development of skills. The progression, though, is not always clear, and in general there appears to be a great deal of overlap and similarity between the material in each section.

The author has included extensive references to sources in communication and psychology in the footnotes of each chapter as well as in a section of suggested reading at the end of the book. These sources will be useful to anyone who wishes to pursue more thoroughly the topics presented. Since the concepts that have been raised in this book are ones with which people in a service profession should be familiar, the book serves as a useful focus.

The author also does not avoid addressing sensitive issues as she examines typical human relations situations that are encountered in a working environment, particularly libraries. She also places considerable stress on the need for librarians to develop self-respect and a liking for "self" in order to be able to serve others. In addition, she indicates that it is important for librarians to develop assertive (not aggressive) behavior in

order to better deal with working relationships, particularly the disturbing behavior of others.

Those reading this small book may not arrive at a sound understanding of human relations or a "conceptual framework" for behavior, but they won't escape the realization that in order to build more effective relationships a greater understanding of human behavior and a commitment to improving relationships are necessary.—*Sheila Creth, University of Connecticut, Storrs.*

Bloss, Meredith. *Conversations on Libraries*. LJ Special Report #12. New York: R. R. Bowker, 1979. 88p. \$5; cash with order, \$3.95. ISBN 0-8352-1263-7. ISSN 0362-448X.

Do you have some ideas on what you think libraries and information services ought to be like by the end of this century? You may recall recent questionnaires seeking similar ideas from college and university librarians. Stack up your ideas against what two dozen believe, individuals who provide or use the services. Bloss, as a roving

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