Barbara Allan, *The No-nonsense Guide to Leadership, Management and Teamwork.* London: Facet, 2019. 245 pp.: ISBN 978-1-78330-396-0, £59.95 (pbk).

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Written by an author with considerable personal experience of working in senior management in the LIS and Higher Education sectors, this book covers a range of aspects of leadership and management in library and information services. In the introductory chapter, the author explains that this title is aimed at an audience across all levels of leadership, from those considering making the move into management, to people in their first management role, and also those more experienced managers who may be looking to improve their practice in a particular area.

The first chapter discusses the different types of managerial and leadership roles found in the LIS sector, and includes a detailed table explaining different styles of leadership. As a fairly new manager I found this table especially useful; I had not previously thought about my leadership style and this section helped me to reflect upon my own style and how it could vary depending on the situation, and also to consider whether I could adapt a different style in certain scenarios to improve my own practice as a team leader.

The second chapter – "Getting Started" – discusses the various points, questions and issues to be considered when beginning a new managerial or leadership role. This would have been an invaluable read prior to starting in my current position; it offers a lot of guidance for someone new to this kind of role. However there is also plenty here for someone moving into a role in a new organisation to think about, even if they are not new to management, and this chapter gave me some ideas on how I will approach moving on to my next job when the time comes.

Strategic leadership is the theme of the next chapter; this seemed to me to be most relevant to senior managers and solo librarians, offering advice on aspects of senior leadership such as strategic planning and aligning with the strategic aims of the organisation.

The following chapter discusses some generic elements of confident leadership and management, providing a lot of practical advice on how to approach aspects of the role such as decision-making and negotiation which will be relevant to anyone in any kind of managerial role in the LIS sector.

I found the chapter on "Leading and managing your team" particularly useful. Starting with the initial meetings and interactions with your new team, this section then goes on to cover different approaches to team management and development. Recognising that teams come in many different forms in today's working environment, the author offers advice for managing specific types of teams, such as virtual. Several models of teamwork and team development are discussed, which prompted me to reflect on the workings of the team which I currently manage, and how this plays into my adoption of specific leadership styles, as mentioned earlier in the book.

I also found the next chapter, "Managing the work", very helpful for its practical advice on some of the day-to-day processes of leading a team, in particular the section on managing people. A later chapter covers people management in more detail, focusing on the human resources aspects such as recruitment and performance management, which are undoubtedly extremely important in successful management, but this chapter offers guidance on working with the team as individuals – for example, setting objectives and giving feedback. There is also some solid instruction in this chapter on planning for risks and emergencies.

The chapter on project management breaks down the process of managing a project and suggests tools and methods to use, from the initial planning stages through to measuring impact, and this is

followed by a chapter on change management which offers insight into approaches to managing change and people's responses to it; something which every manager in the LIS sector will have to handle at some point. Both of these sections of the book will be relevant and useful to anyone working at any level of leadership.

A whole chapter is also given over to communication, another important aspect of any managerial position. The author offers guidance on the different types of communication that a leader is likely to consider undertaking, and on how to make sure each one is carried out effectively. There will be something for everyone to take away from this section, however experienced they are.

For those with budget responsibilities, there is also a chapter on managing money. The discussion of bidding for and securing funding is thorough, with plenty of guidance which would be useful for anyone who finds themselves required to carry out this kind of process.

The concluding chapter discusses continuing professional development, something which it is of course important for managers not to neglect amidst their busy workload. The author suggests various different ways in which leaders can continue to develop personally and professionally, some of which I had not considered previously.

As a relatively new manager in an academic library, I found this book incredibly useful. The case studies within each chapter offer helpful real-life examples of the issues and approaches discussed, and each chapter ends with a reference list, which offers plenty of leads to follow for further reading on any topic of particular interest. Whilst some sections of the text are more relevant than others for the reader, depending on their role and level of management, I believe that there is helpful content within this book for all leaders and managers within the LIS sector, whether new or experienced.