chapter headers in 22- and 30-point type, and copious white space. This reviewer's eyes found its layout and legibility a positive quality, while others might consider such methods wasteful "padding." The author frequently presents various concepts and topics with exercises, checklists, various illustrative forms, and numerous bulleted lists, with "On the Job Q and A" sidebars that function as lists of frequently asked questions. A cartoon or three might have added some visual variety and humor to the book's presentation.

There is a brief, largely unnecessary glossary of relevant supervisory terms—six pages of one-sentence definitions, such as "Grapevine—Informal channels of communication" (183). The bibliography mainly represents the field of business management, as well as a recommended "Supervisor's Bookshelf" on the various aspects of supervision covered in the book.

This reviewer was surprised not to see earlier library supervision works cited, such as The Library Manager's Deskbook: 102 Expert Solutions to 101 Common Dilemmas (Paula Phillips Carson et al., ALA, 1995) or Help for New Supervisors (Joan Giesecke, ALA, 1997), but this is probably a moot point because the author cites Drucker, Rue and Byars, Stone, and other major management theorists as her scholarly antecedents.—Kenneth W. Garson, Head, Access Services, Drexel University, Philadelphia, Pennsylvania


Given the title of this book, one might expect wise counsel from a veteran librarian. Indeed, Felix T. Chu generously shares his experience and insights and offers valuable advice to the reader. His thoughts on librarianship are reflective in the sense of holding a mirror to the profession so that librarians might see it better, perhaps in a new light. In essence, Chu asks them to examine their professional culture. This book challenges librarians to think differently about familiar aspects of librarianship and encourages them to change traditional ways of doing things.

Chu outlines several problems that librarians face. He raises fundamental questions about libraries and the profession and invites the reader to consider alternatives to common practice. It is evident that Chu interprets the librarian's role more holistically than one typically sees in library literature. Keys to his approach are an acute consciousness of users' perspectives and a willingness to improvise and adapt in the face of ambiguity. Many readers will welcome his fresh perspective, while some may find its implications disconcerting. A good deal of the book consists of examples drawn from Chu's varied library experience and research. To help frame his arguments, he effectively utilizes concepts from fields such as cultural anthropology, philosophy of science, and organizational theory.

The main audience for this book will be academic librarians, library and information science students, and those concerned with the state of library professions. It is conceivable that some will be reluctant to endorse this book for students, seeing it as subversive to some of what is traditionally taught in many library schools. Rather than proposing ways merely to cope with change and the complexities faced by our profession, Chu clearly favors real solutions. Therefore, this book does not propagate the sort of pat answers or familiar-but-unproductive platitudes that one sometimes finds in such discussions. Instead, it exemplifies a fresh and creative approach that readers can learn from and adapt to their own work. This book has much to offer, including hope for our profession in a time of uncertainty. Overall, it is a good critique of academic librarianship, with compelling arguments for change, and is a worthwhile contribution to current efforts to revitalize the profession.—Anthony Stamatoplos, Associate Librarian, University Library, Indiana University-Purdue University, Indianapolis