professional life that leaves plenty of time for family and self. In this book, she provides a wealth of tools, tips, and tricks that anyone can use to achieve that balance. Hines reviews some of the productivity and time management literature but also draws on her own experience. In fact, she uses her writing of the book to illustrate both the importance of being productive and the practical application of productivity principles.

As Maria sang in *The Sound of Music,* the beginning is ''a very good place to start,'' and Hines does just that. In the first of numerous exercises, she encourages readers to think about the personal and professional goals that they want to accomplish. Being unproductive is rooted in a person's psychological makeup. Becoming more productive requires changing one's behavior. If it were easy, dozens of time management writers and gurus would be in some other line of work. Succeeding in the quest, Hines says, requires strong motivation, and that comes from setting clear, attainable goals that have personal value and meaning.

Hines devotes an entire chapter to procrastination, which probably affects most of us from time to time and for some is a chronic affliction. Understanding why one puts off certain things and what to do about it is key to becoming productive. In this chapter, Hines discusses distractions such as email and telephone interruptions and the temptations of web surfing, and she provides exercises and techniques to help minimize their impact. She also writes at length about how to make and use to-do lists and even outlines the pros and cons of paper versus electronic tools.

The flip side of the productivity coin is time management, to which the author devotes another chapter. Here, as elsewhere, she asks readers to stop and think about where they are and where they want to be, and she gives a variety of suggestions for getting there. These include keeping a journal to see where one's

Hines, Samantha. **Productivity for Librarians: How to Get More Done in Less Time**. Oxford, UK: Chandos Publishing; 2010. (Chandos Information Professional Series.) 158 p. $115.00. ISBN: 978-1-84334-567-1.

Samantha Hines believes that productivity is not really about output quantities or units of work completed. It is about balance, about having a useful and satisfying

time really goes, putting tasks on one's appointment calendar, setting priorities, dealing with meetings, and delegating when possible. She discusses again the advantages and disadvantages of paper and electronic systems and, in a particularly welcome section, debunks the myth of multitasking.

In another chapter, Hines succinctly reviews seven productivity systems, including Stephen Covey's *The Seven Habits of Highly Successful People* and David Allen's *Getting Things Done*. She even provides a quiz to help readers decide which system might fit them best. Most of the book is directed to individuals who wish to improve their work habits, but Hines includes a short chapter for managers, in which she discusses leading by example, avoiding micromanagement, and preventing crisis management. Hines emphasizes that an organizational culture founded on communication and trust is key to building a productive work unit and preventing burnout.

Productivity for Librarians is written in an informal style that avoids being too chatty. It is full of practical advice that occasionally becomes amusing. For example, to speed up meetings, her advice is to ''Run the meeting with everyone standing—no chairs allowed'' (p. 66). Much of what Hines tells us is common sense, which of course is not so common, hence the need for books like this. The author's advice seems highly consistent with other literature on this topic. Hines dislikes Microsoft Outlook and says little about using it for better productivity. Outlook users may want to investigate Michael Linenberger's *Total Workday Control Using Microsoft Outlook*. Hines includes a helpful annotated resource guide to online productivity tools, articles, and books corresponding to the discussed topics. Unfortunately, the web community on Ning that Hines created for this book has been discontinued. Readers should ignore the uniform resource locator (URL) in the book and go instead to the author's new site <http://www.libraryproductivity.blogspot.com>. One recommended site (PingMe) ceased operating in April 2010, and Nick Cernis' website, Put Things Off, has changed to Modern Nerd <http://www.modernnerd.com>.

This book can easily be read in a day; putting its recommendations into practice will take somewhat longer. Fortunately, the ever-practical Hines includes a chapter telling readers what to do when they inevitably stray from the path.

There are two fundamental questions about any book: Does it deliver what it promises and is it worth the price? With regard to the first question, the answer is yes and no. The librarian struggling with productivity will find this to be a truly helpful guide. But there is surprisingly little in it about the particular situations that library work involves. Hines is an academic librarian and never discusses the unique concerns of librarians in small and one-person public and special libraries. In the resource guide, she does list *Time Management, Planning and Prioritization for Librarians* by Judith A. Seiss (Scarecrow Books, 2002), which addresses this audience. As for its value, $115.00 is a lot to pay for a book that is full of information that can be found elsewhere. Of course, the author has done the spadework for readers, and that is valuable. If you calculate the cost of your hourly time, as the author suggests (p. 63), it would probably cost more to do it yourself. Your investment will be handsomely returned if, but *only if*, you apply some of the practices Hines recommends to achieve a well-balanced working life through productivity.

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