

Supervisor Success: Development Programs That Work

March 31, 2016



Twitter
#WJwebinar



About the Learning Round Table

- Promotes *quality* continuing education for all library personnel.
- Serves as your *source* for staff development, training, and activities.
- Is your *advocate* for quality library staff development and continuing education at both the local and national levels.

Join & learn more at:

<http://www.ala.org/learnrt/>



Upcoming LearnRT Events

Going to [ALA Annual Conference](#) this summer?

[Designing and Facilitating Learning Experiences that Make a Difference:
The Power of Active Experiential Learning](#)

(Preconference, additional registration fee, special rate for LearnRT members)

Speakers: Peter Bromberg & Sharon Morris

Friday, June 24, 8:30am - 12:00pm

Anytime + Anywhere = Never: tackling the motivation challenges of continual learning

Speakers: Betha Gutsche & Elizabeth Iaukea

Monday, June 27, 8:30-10:00am

Other LearnRT events and activities will be updated [HERE](#)



Building on Successful Examples

Exploring Programs that Work

Melanie Hawks

University of Utah

Heather Sostrom

Northeast Florida Library Information Network (NEFLIN)



Our Introductions



Melanie Hawks
Organizational Development Manager
J. Willard Marriott Library

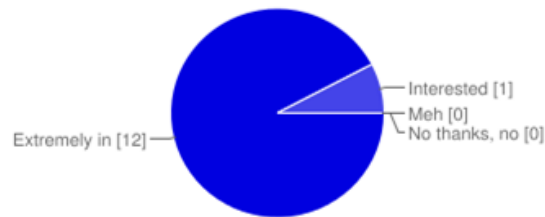


Heather Sostrom
Continuing Education Coordinator
NEFLIN

Why This Symposium?

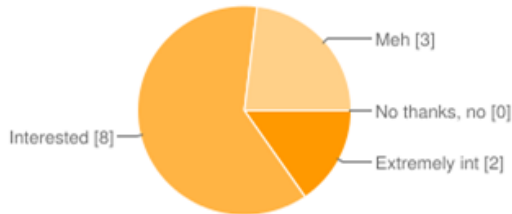
- Undermanagement endemic
- Quick Survey

How interested would you be in attending this kind of event if it were free?



Extremely interested!	12	92.3%
Interested	1	7.7%
Meh	0	0%
No thanks, not interested/not my thing	0	0%

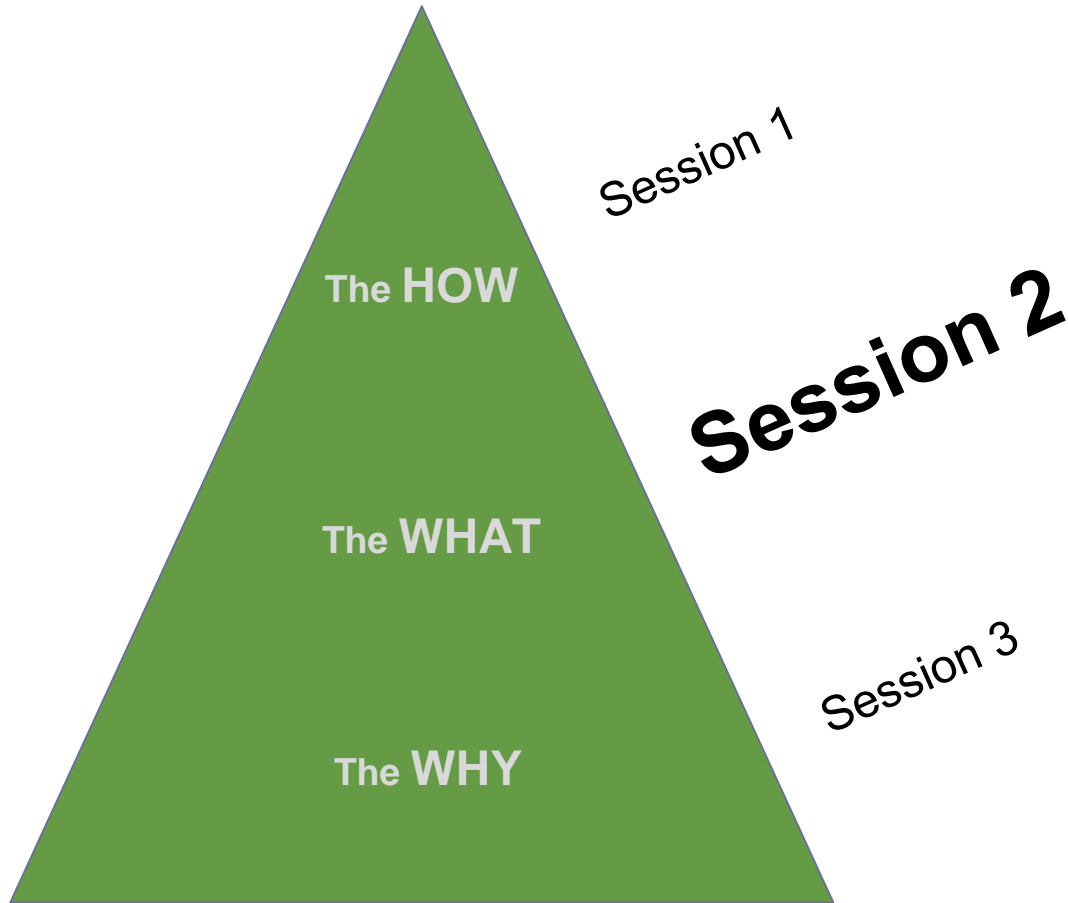
How interested would you be in attending this kind of event if you had to pay up to \$50



Extremely interested!	2	15.4%
Interested	8	61.5%
Meh	3	23.1%
No thanks, not interested/not my thing	0	0%

- Volunteers!

What's Next?



About *This* Session

Successful Models

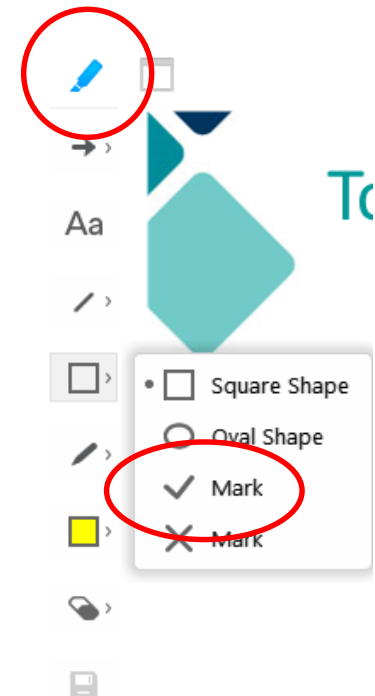
Drivers, Challenges, Opportunities

Annotation Tools

The tool buttons will open in a row on the left side of your screen, once you **click on the marker**. (if on a Mac, tools are at bottom of screen)

Check mark

- Click on square, half-way down.
- Use the drop-down menu and choose the check mark.
- Click on slide to indicate choice.



Leadership vs. Supervision



Do you think leadership and management or supervisory skills are ***exclusively different?***

Are they ***one-in-the-same?***

Are they ***related and inter-mingled?***

Leadership vs. Supervision

Leadership is...

Management is...



Successful Models





J. Willard Marriott Library

THE UNIVERSITY OF UTAH

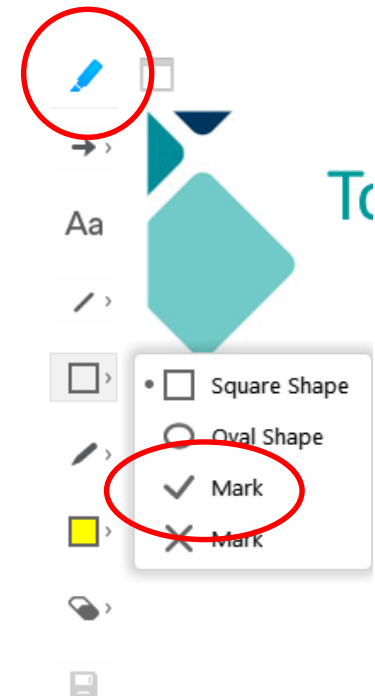


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How often do supervisors at your library meet as a group?

regularly/several times a year

occasionally/as needed

rarely/never



Roundtable: Drivers

Number of Supervisors	Consistency
Ongoing Clarification	Inclusion & Participation

Roundtable: Format

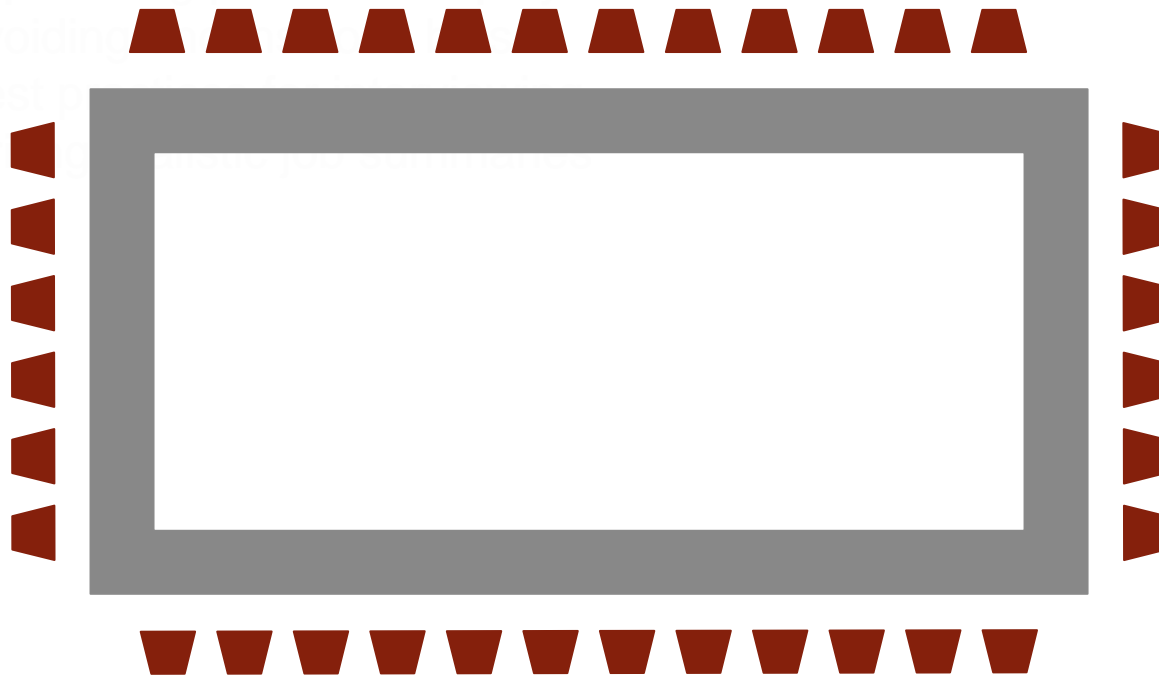
Follow Up Trainings:

supervising part time employees

avoiding

best

with



Roundtable: Content

What should this new policy, procedure, program look like?

Our current policy/procedure is . . .

How are things working?

The best practice for this would be . . .

Roundtable: Outcomes

- Supervisors understand the *why* of policies
- New policies and procedures are informed by front-line perspectives and expertise
- We have an existing forum for providing training to a large group
- We have a communication mechanism between HR and supervisors

Roundtable: Lessons Learned

- Keeping group membership current is a challenge
- Agenda & communication are usually HR-driven rather than supervisor-driven
- We made a conscious decision to allow supervisors to send non-supervisor representatives when needed

NEERFILIN



Management Training Institute



LEARNING
ROUND TABLE

Management Training Institute

Developed to provide new skills and tools that address the gaps in preparing librarians for management roles.

Management Training Institute



Did you benefit from a peer-learning environment in your first months or years as a new supervisor? How? (please share in chat!)

Management Training Institute

- Participants selected through application process
- Traditional instructor-led approach
- Meet face-to-face monthly for six months

Management Training Institute

- Everyday Supervisory Skills



- How to Transition Into a Lean Environment

Management Training Institute



- How To Build a Team Environment

Management Training Institute



- Change Management Skills

Management Training Institute



- How to Effectively Coach/Mentor/Train Your Employees

Management Training Institute



- Dealing Effectively With Employee Performance Issues

Management Training Institute



What do you think are the top issues facing new supervisors in a library environment?

Are there any skills you think are important but not addressed in this program?

Management Training Institute



Did it do what it was
supposed to do?

Management Training Institute

I NEED A
DO-OVER

What we
would do
differently...



J. Willard Marriott Library

THE UNIVERSITY OF UTAH

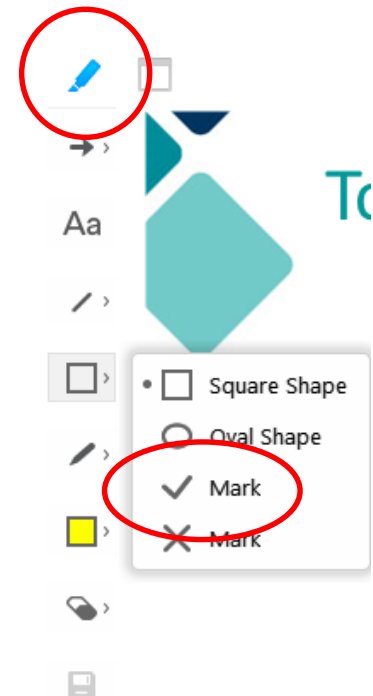


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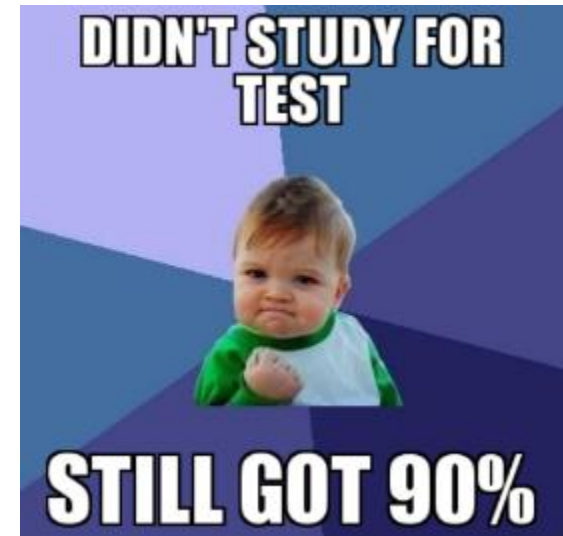
If you gave your supervisors a pop quiz on **basic employment laws/policies**, what would the average score be?

above 75%

75%

50%

below 50%



Supervisor Essentials: Drivers

Reorganization	New Hiring Procedures
Strategic Plan	“Missing Link”

Supervisor Essentials: Format

Traditional classroom,
instructor-led (HR Team)



Follow Up Trainings:

supervising part time employees
avoiding unconscious bias
best practices for interviewing
writing realistic job summaries

Supervisor Essentials: Content

The law/policy
says . . .

As a supervisor, it's
your responsibility to
. . .

If this situation
comes up, you
should . . .

Supervisor Essentials: Outcomes

- Supervisors got accurate information and clear direction
- We learned about (and corrected) inconsistent/non-compliant practices
- We started a conversation with supervisors (“come to us with questions or problems”)

Supervisor Essentials: Lessons Learned

- Should have done pre- and post-test to measure attitudes, knowledge, etc.
- Every question we answered led to another question
- The best answer is often “come talk to us”
- We had to assure supervisors they would not get in trouble for telling us about non-compliant practices

Libraries Need These Programs



“Changes are occurring in the industry, that are fundamentally changing traditional leadership and supervisory practices.”

- Michael R. Clark

Libraries Need These Programs

“The leadership demographic in libraries is changing. And, it’s changing too fast to allow for “traditional” career growth, where years of experiences and coaching prepare new directors for success. Instead, many leadership positions opened by retirement and other causes are being filled by recent graduates who desperately need this type of foundational training and connection to mentors.”

- Catherine Hakala-Ausperk

Opportunities for Improvement



“Training should not occur as a result of someone making an arbitrary decision that “we must get better at something.””

- Michael R. Clark

Advice *“If I had to do this again...”*

“All training programs can become more efficient and effective, with relevant evaluation and analysis, and the will to change for the better. In my experience, gaining the commitment of the organization, is absolutely essential for training programs to be successful. It is especially important that managers allow supervisors to try new behaviors on the job---not just adhere to the status quo.”

- Michael R. Clark

Advice *“If I had to do this again...”*



Catherine Hakala-Ausperk

“...I have gotten the opportunity to do this type of intensive leadership training again...and again - both as an attendee and later as facilitator - I believe it is the best way to lay a foundation of growth and development that cannot be duplicated, minimized or “e-translated.”

Advice *“If I had to do this again...”*



Christine Kreger

“...after our intensive 2-day, in-person workshop, I think incorporating either an in-person or online follow up one to three months afterward, would provide needed time for attendees to continue practicing the tools and methods learned, but also provide a sense of continued support.”

What We Covered...

- The “What” of Supervisor Development
- Successful Examples
- Input from consultants and practitioners

Q&A

... and please take this quick survey if you're interested in a follow-up to this symposium!

<http://z.umn.edu/lrtpostsymposium>