# Supervisor Success: Development Programs That Work

March 31, 2016

Twitter
#WJwebinar

LEARNING ROUND TABLE

# 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/*

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# 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

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# Creating Awesome Supervisor Training

## Best Practices & Techniques from the Library Field

**Jerilyn Veldof**
University of Minnesota

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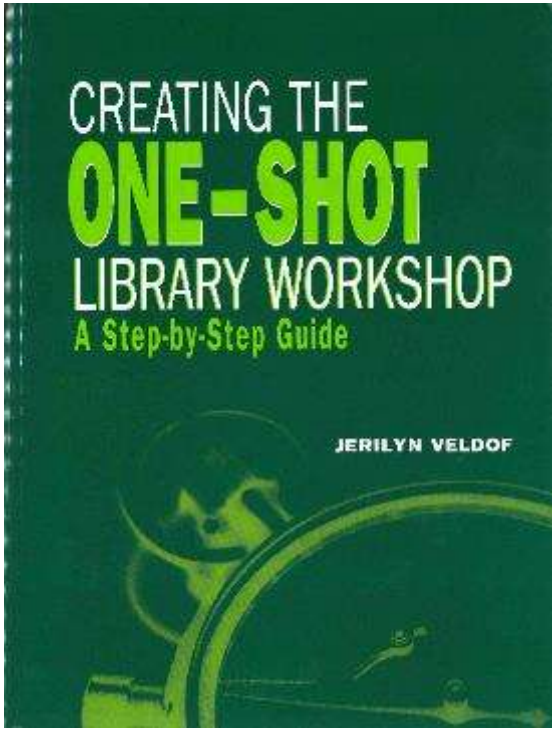
# Welcome!

Jerilyn Veldof
Organization Development
University of Minnesota Libraries
jveldof@umn.edu

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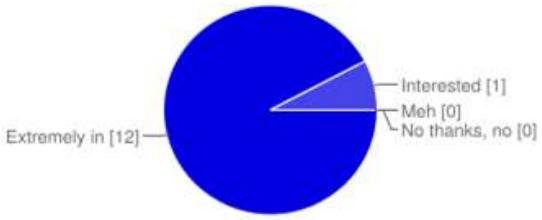
# Why This Symposium?

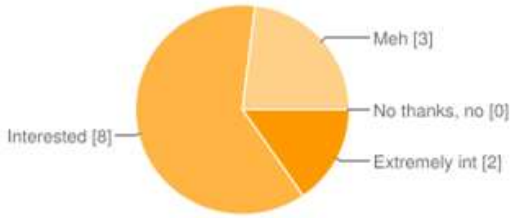
- Undermanagement endemic
- Quick Survey

**How interested would you be in 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 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!

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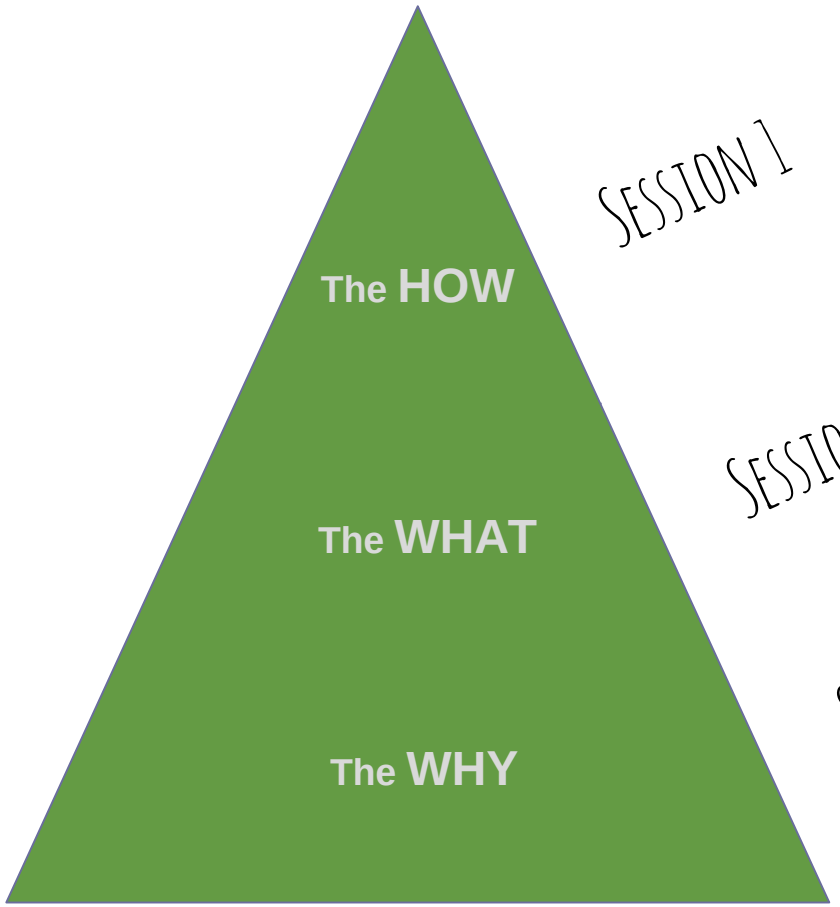
# Symposium Overview




SESSION 1

SESSION 2

SESSION 3

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# Guide

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## Learner Guide
## Supervisor Success: Development Programs That Work

Event Description: As our profession transforms and our work changes, nurturing skillful and competent supervisors has become a priority for all types of libraries. Rising to the challenge, many people are creating and offering learning and development programs in their libraries. Whether we hire outside consultants or create in-house programs, we could all benefit from knowing the best practices. Let's learn together about the most effective and low-cost options for supervisor development programs, and how to strategically promote implementation of those programs in our organizations. And let's explore how we might motivate our supervisors to fully benefit from their learning. Event Page: http://www.webjunction.org/events/webjunction/supervisor-success-symposium.html

### What are your goals for viewing this symposium?

Personal:

Unit/Department/Organizational Goals:

### Discussion and Reflection Questions

**Session 1 - Creating Awesome Supervisor Training: Best Practices and Techniques from the Library Field**

1. What do you think are the benefits to providing supervisory development opportunities?

2. Are you in an organization that you'd characterize as (for the most part) having a growth mindset? If not, what can you commit to doing to help move your organization in that direction?

# Other Handouts

Our Experts

- Has anyone contracted or worked with them?
- Anyone else you'd recommend?

Understanding Your Learners (Session 1)

Marketing Tips: Get Them Engaged (Session 3)

Verbiage: Strategic, ROI and Marketing (Session 3)

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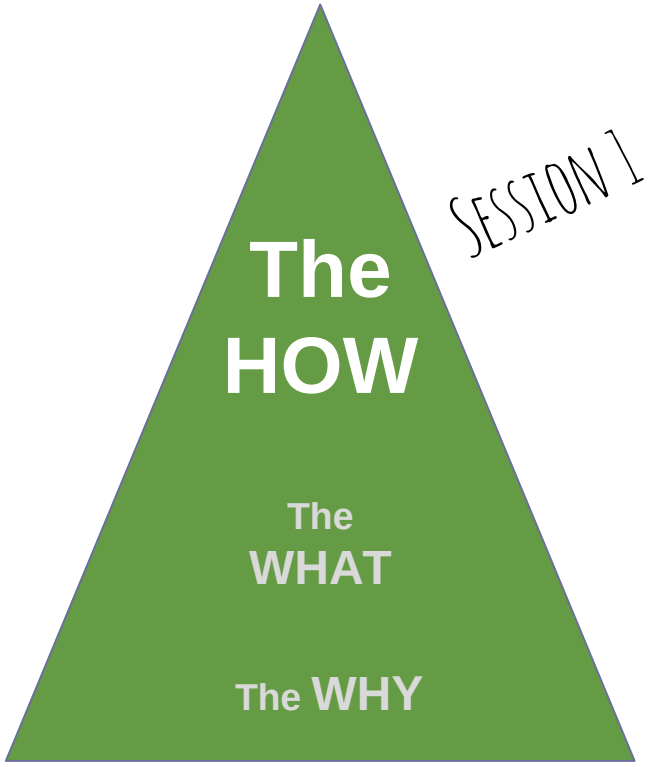
# About *This* Session

*Supervisor Development*
*IS*
*a best practice*
*in and of itself!*

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# Development Doesn't Stop Here

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# Make Development an Ongoing Conversation

*Kimberly Sweetman*

*"Workplace training must be an **ongoing conversation**. It is almost impossible to solve a workplace challenge with a single training session so supervisors must **continually discuss** their training needs and learning progress with their managers."*

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# Provide Ongoing Development Opportunities

*DeEtta Jones*

*"I think the most effective approach is to **offer regular, planned development experiences** that expect leadership to exist everywhere in the organization."*

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# 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.
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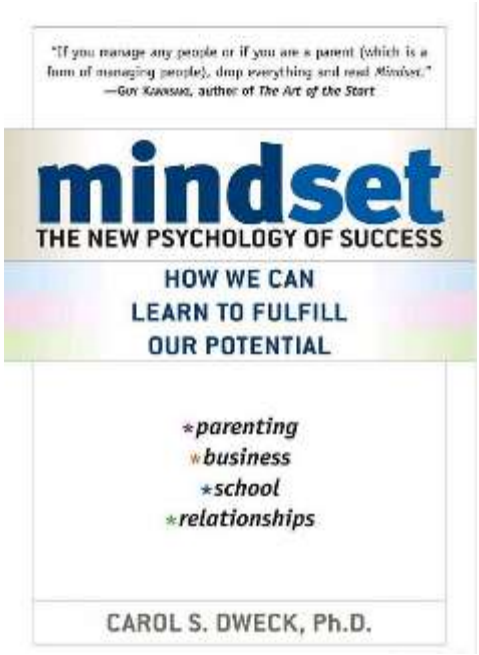


# YOUR TURN!

## Do you characterize *your* organization as having a growth mindset?

Yes! For the most part On a good day Not at all

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# Building a Supervisor Dev. Program?

Let's get specific.

What approaches work best?

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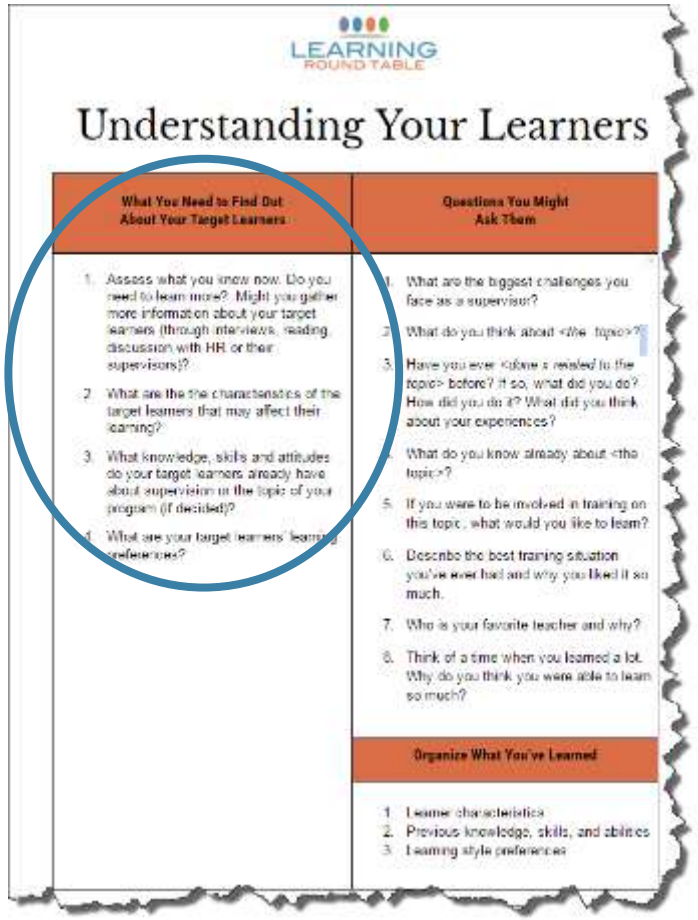
# Understanding Your Learners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Understanding Your Learners

| What You Need to Find Out About Your Target Learners | Questions You Might Ask Them |
|---|---|
| 1. Assess what you know now. Do you need to learn more? Might you gather more information about your target learners (through interviews, reading, discussion with HR or their supervisors)? | 1. What are the biggest challenges you face as a supervisor? |
| 2. What are the the characteristics of the target learners that may affect their learning? | 2. What do you think about <the topic>? |
| 3. What knowledge, skills and attitudes do your target learners already have about supervision or the topic of your program (if decided)? | 3. Have you ever <done a related to the topic> before? If so, what did you do? How did you do it? What did you think about your experiences? |
| 4. What are your target learners' learning preferences? | 4. What do you know already about <the topic>? |
| | 5. If you were to be involved in training on this topic, what would you like to learn? |
| | 6. Describe the best training situation you've ever had and why you liked it so much. |
| | 7. Who is your favorite teacher and why? |
| | 8. Think of a time when you learned a lot. Why do you think you were able to learn so much? |
| | **Organize What You've Learned** |
| | 1. Learner characteristics<br>2. Previous knowledge, skills, and abilities<br>3. Learning style preferences |

1. Assess what you know now.
2. What are the characteristics of the target learners that may affect their learning?
3. What knowledge, skills and attitudes do your target learners already have about being supervisors or the topic of your program (if decided)?
4. What are your target learner's learning preferences?

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Learner characteristics

Previous knowledge, skills, and abilities

Learning style preferences

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# Pause!

# Techniques To Draw From

Think about the **techniques or approaches to supervisor development** that you've either implemented for your staff or those that you experienced yourself in supervisor development programs.

Type some of these in the chat box.

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# Power of a Professional Development Plan

*"Consider succession planning in advance of need. Identify those in the library who have potential and interest to assume management responsibilities. This should then become part of a comprehensive professional development plan for those individuals. Opportunities for training and on the job experiences should then be made available."*

*Claudia A. Monte*

**TEMPLATES**: http://z.umn.edu/listidps

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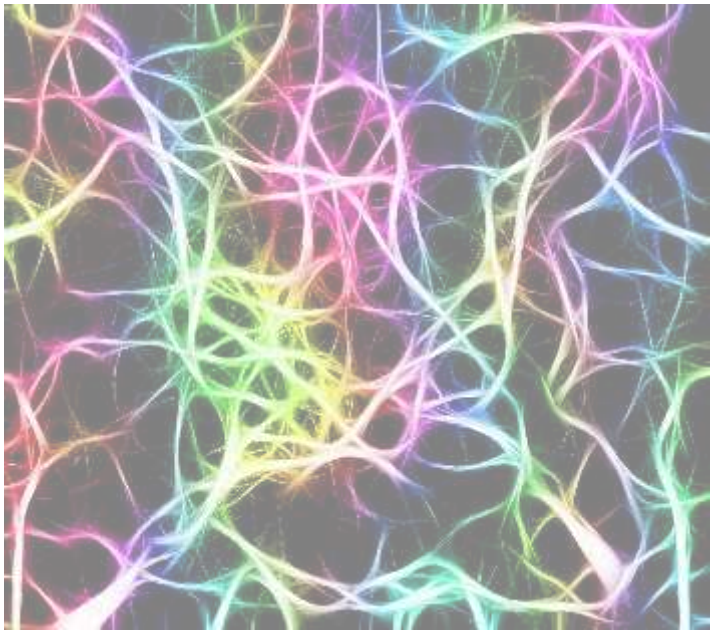
# Take a Holistic Approach



*"Management skills are developed on an evolving basis through awareness, learning, and reinforcement."*

*Claudia A. Monte*

*"Integrate new learning into daily practice…"*

*Kimberly Sweetman*

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# “Layer” the Approach to Learning

*DeEtta Jones*

- **Reflective time**
- **Small group interaction around the reflection or a case study**
- **Large group exchange**

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# Use a Variety of Modes to Deliver Content

- One-shot instruction sessions
- Self-paced training modules
- In-person sessions
- Remote learning
- Multi-session themed training

*Kimberly Sweetman*

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# Include a Mentor Component

- **Managers**
- **Others in your organization**
- **External professional coach**

*Hilda Weisburg*

*Kimberly Sweetman*

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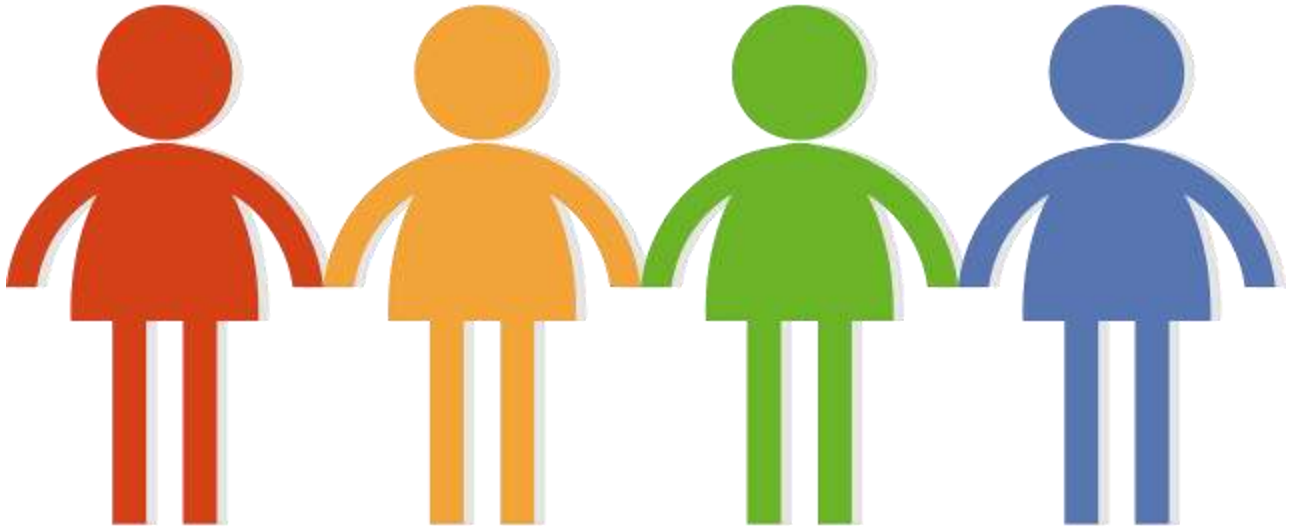
# Combine Content Experts with Peer Learning



- **Formal and informal communities of practice**
- **Peer coaching triads**
- **Informal discussion meetings**

*DeEtta Jones*

*Kimberly Sweetman*

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# Provide opportunities to practice

*Hilda Weisburg*

- **Examples of reports generated by librarians about their program, and, if possible, 20-30 minute videos of a librarian in action all of which candidates should evaluate and then discuss with each other.**
- **How would they support/guide this librarian to improve his/her program?**

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# Provide “In-Person” Events

- **Especially for reflective topics**
- **Include time for synergistic exchanges**
- **Plan for interaction, exercises, demos and sharing of experiences**

*Linda Bruno*

*DeEtta Jones*

*Claudia A. Monte*

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# Provide Blended Learning Events

- Realistic
- Basic skills training
- But with in-person events.

*Hilda Weisburg*

*Claudia A. Monte*

*Linda Bruno*

*DeEtta Jones*

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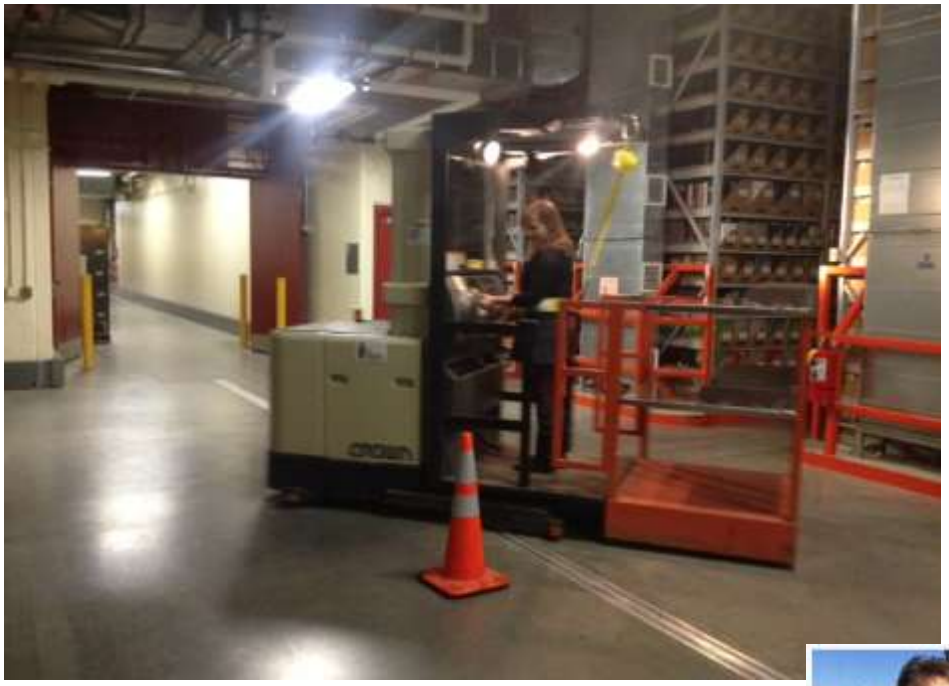
# Incorporate Experiential Learning



- **Provide time for application**
- **Makes the learning real**

*Claudia A. Monte*

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- Click on slide to indicate choice.

# Recap of Techniques

| | |
|---|---|
| 1. Use Professional Development Plans | |
| 1. Take a holistic approach | |
| 2. "Layer" the approach to learning | |
| 3. Use a variety of modes to deliver content | |
| 4. Combine content experts with peer learning | |
| 5. Include a mentor component | |
| 6. Provide opportunities to practice | |
| 7. Provide “in-person” events | |
| 8. Provide blended learning events | |
| 9. Incorporate Experiential Learning | |

What do you think are the

2

most important ones?

*Add your check marks!*

# What We Covered...

1. Why supervisor development is so important.
2. Importance of creating an organization with a growth mindset to support and infuse supervisor development throughout the organization.
3. Understanding your learners and designing your programs around their needs and preferences.
4. Best practices for approaches to supervisor development.

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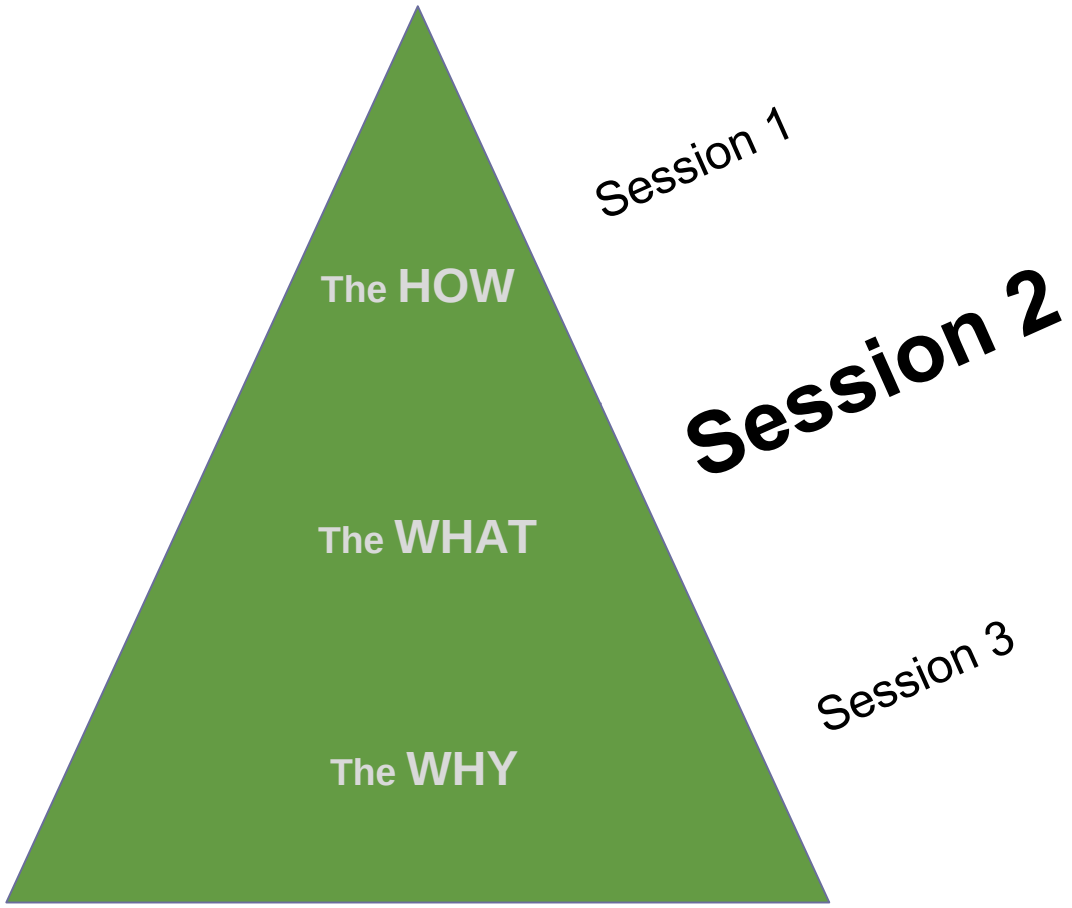
# What's Next?

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# Q&A

*… and please take this quick survey if you're interested in a follow-up to this symposium!*
http://z.umn.edu/lrtpostsymposium

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