



# Symposium Schedule

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

10:00 am Pacific / 11:00 am Mountain / 12:00 pm Central / 1:00pm Eastern

Break: 15 minutes

## **Session 2: Building on Successful Examples: Exploring Programs that Work**

11:15 am Pacific / 12:15 pm Mountain / 1:15 pm Central / 2:15 pm Eastern

Break: 15 minutes

## **Session 3: Rolling it Out: Strategies for Success**

12:30 pm Pacific / 1:30 pm Mountain / 2:30 pm Central / 3:30 pm Eastern

You can attend **any or all** of the three sessions. Use same link to login at any time.

All presentations will be recorded and available after the symposium is completed.

# Today's Presenters



**Jerilyn Veldof**

Organization Development  
University of Minnesota  
Libraries



**Melanie Hawks**

Organizational Development  
Manager  
J. Willard Marriott Library,  
University of Utah



**Heather Sostrom**

Continuing Education  
Coordinator  
NEFLIN



**Sandra Smith**

Learning and Development  
Manager  
Denver Public Library



**Angela Ibrahim**

Training Project Supervisor  
Pikes Peak Library District

# 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 Laukea

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

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



# **Creating Awesome Supervisor Training**

## **Best Practices & Techniques from the Library Field**

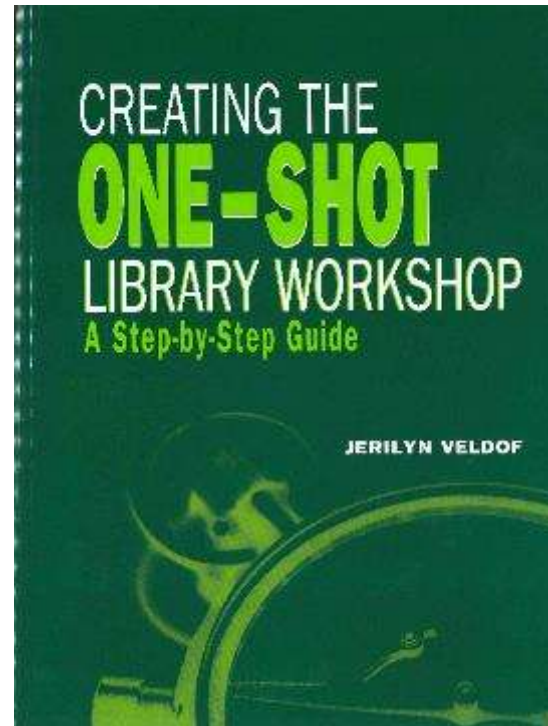
**Jerilyn Veldof**  
University of Minnesota



# Welcome!



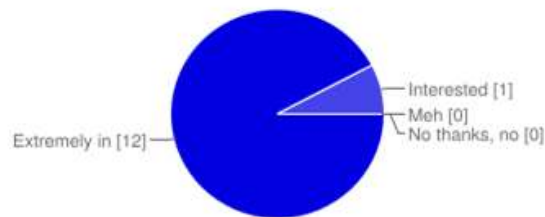
Jerilyn Veldof  
Organization Development  
University of Minnesota Libraries  
[jveldof@umn.edu](mailto:jveldof@umn.edu)



# Why This Symposium?

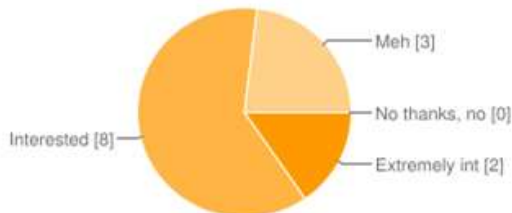
- Undermanagement endemic
- Quick Survey

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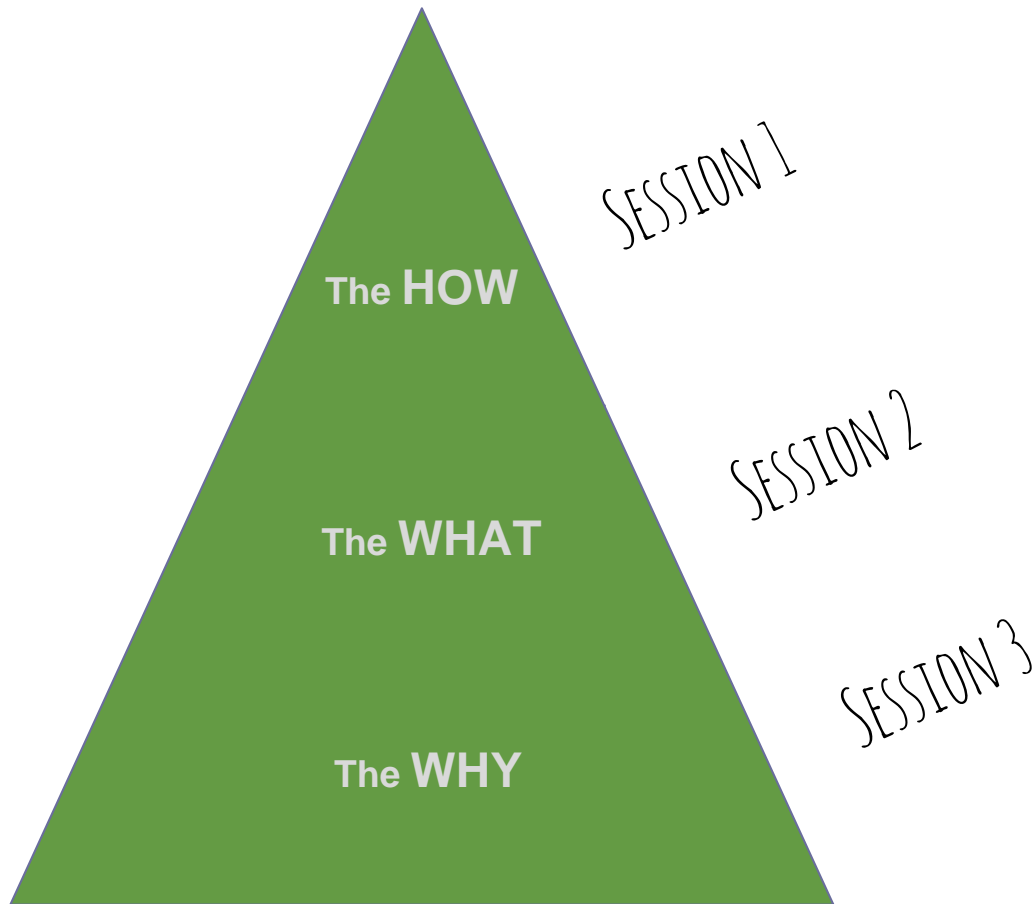


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- Volunteers!



# Symposium Overview



# Guide



## 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?

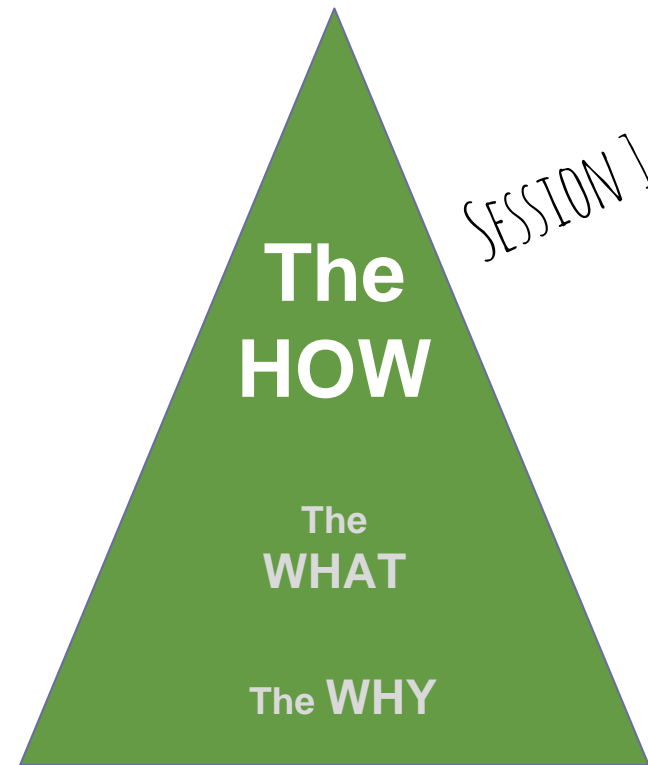
Understanding Your Learners (Session 1)

Marketing Tips: Get Them Engaged (Session 3)

Verbiage: Strategic, ROI and Marketing (Session 3)

# About *This* Session

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



# Development Doesn't Stop Here



# 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.”*

# Provide Ongoing Development Opportunities



DeEtta Jones

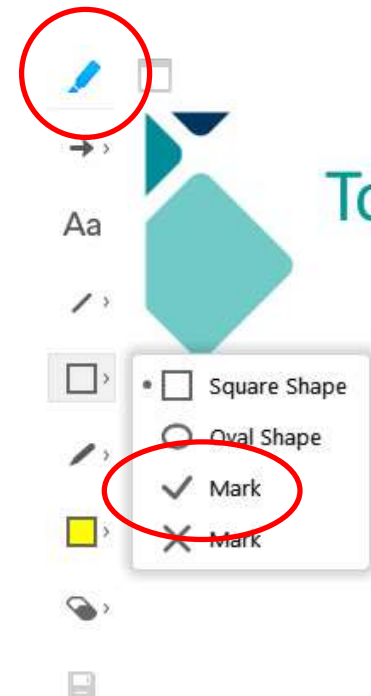
*“I think the most effective approach is to offer regular, planned development experiences that expect leadership to exist everywhere in the organization.”*

# Annotation Tools

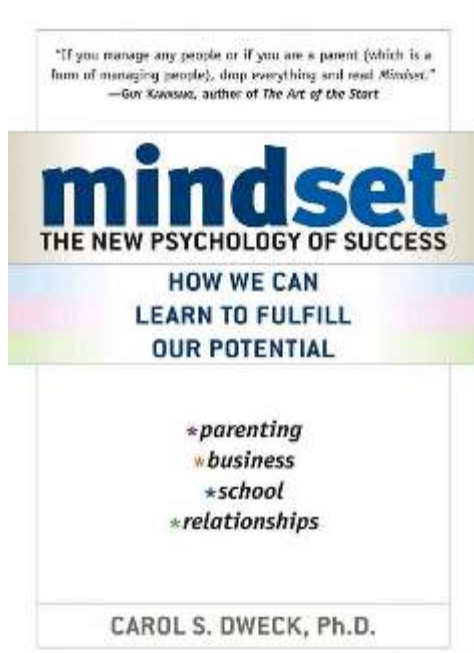
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# YOUR TURN!

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

Yes!

For the most part

On a good day

Not at all



LEARNING  
ROUND TABLE

# Building a Supervisor Dev. Program?



Let's get specific.

What approaches  
work best?

# Understanding Your Learners

**LEARNING ROUND TABLE**

## 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 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 in the topic of your program (if decided)?	3. Have you ever <before> 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?
	<b>Organize What You've Learned</b>
	1. Learner characteristics
	2. Previous knowledge, skills, and abilities
	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?



Learner  
characteristics



Previous  
knowledge, skills,  
and abilities



Learning style  
preferences

# 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.



# 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.”*

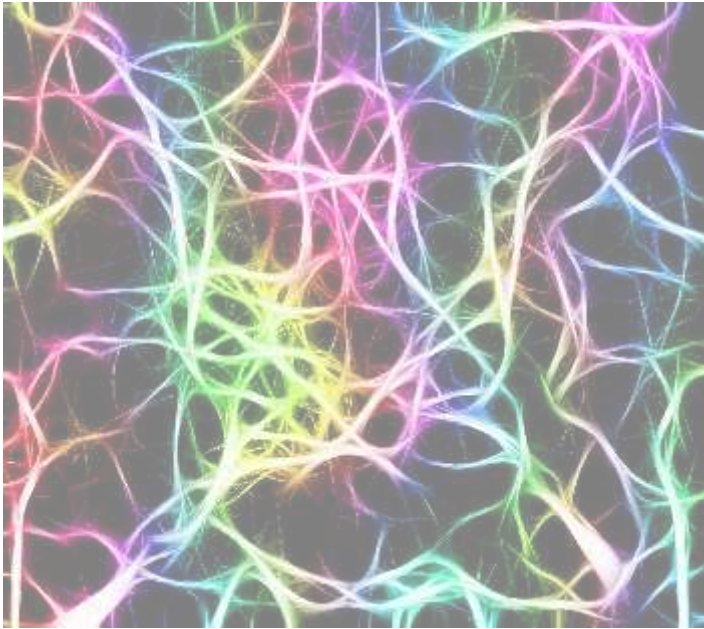


Claudia A. Monte

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



# 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



# “Layer” the Approach to Learning



*DeEtta Jones*

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

# 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

# Include a Mentor Component



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

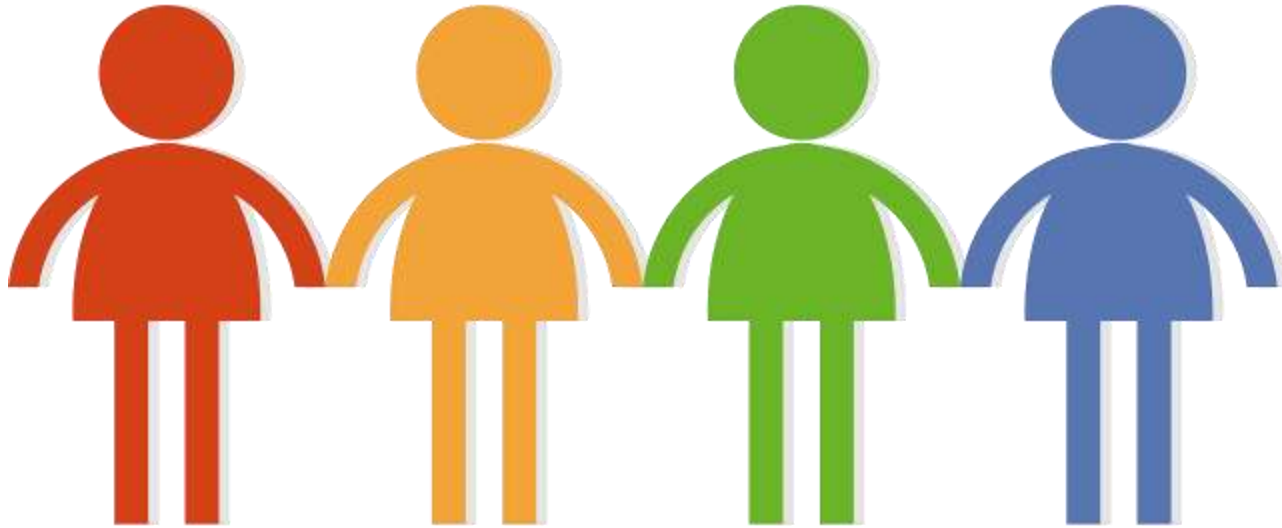


*Hilda Weisburg*



*Kimberly  
Sweetman*

# Combine Content Experts with Peer Learning



➤ Formal and informal communities of practice

➤ Peer coaching triads

➤ Informal discussion meetings



DeEtta Jones



Kimberly Sweetman







Provide  
opportunities to  
practice

- 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?



*Hilda Weisburg*

# 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



# Provide Blended Learning Events

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



Hilda Weisburg



Claudia A.  
Monte



Linda Bruno



DeEtta Jones



# Incorporate Experiential Learning



- Provide time for application
- Makes the learning real



*Claudia A.  
Monte*

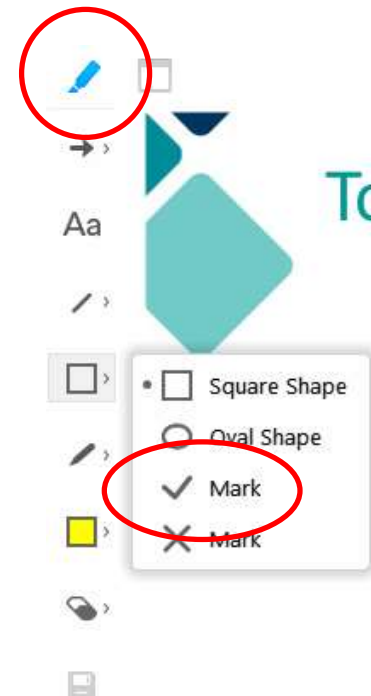


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# Recap of Techniques

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

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.

# What's Next?



SESSION 1

SESSION 2

SESSION 3

# Q&A

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

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

# **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

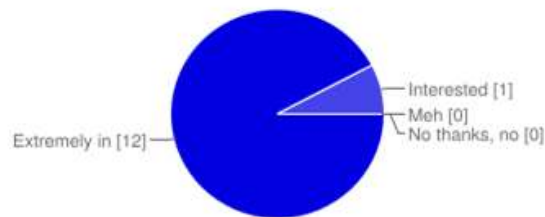


Heather Sostrom  
Continuing Education Coordinator  
NEFLIN

# Why This Symposium?

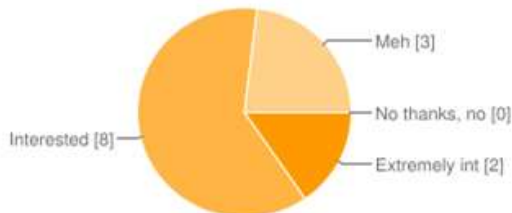
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# Symposium Overview



# About *This* Session

Successful Models

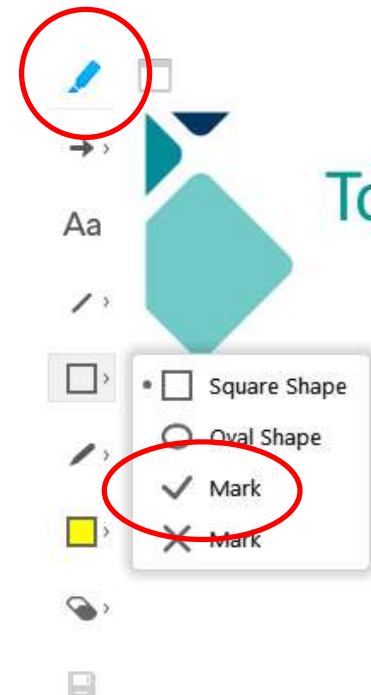
Drivers, Challenges, Opportunities

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# 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**

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THE UNIVERSITY OF UTAH



**LEARNING**  
ROUND TABLE

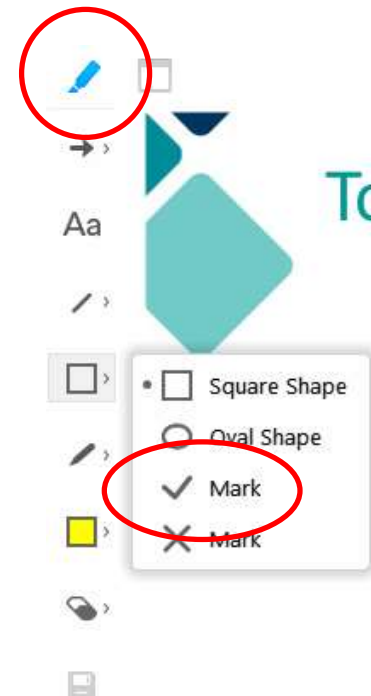


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How often do supervisors at  
your library meet as a group?

regularly/several times a year

occasionally/as needed

rarely/never



# Roundtable: Drivers

<b>Number of Supervisors</b>	<b>Consistency</b>
<b>Ongoing Clarification</b>	<b>Inclusion &amp; Participation</b>

# Roundtable: Format

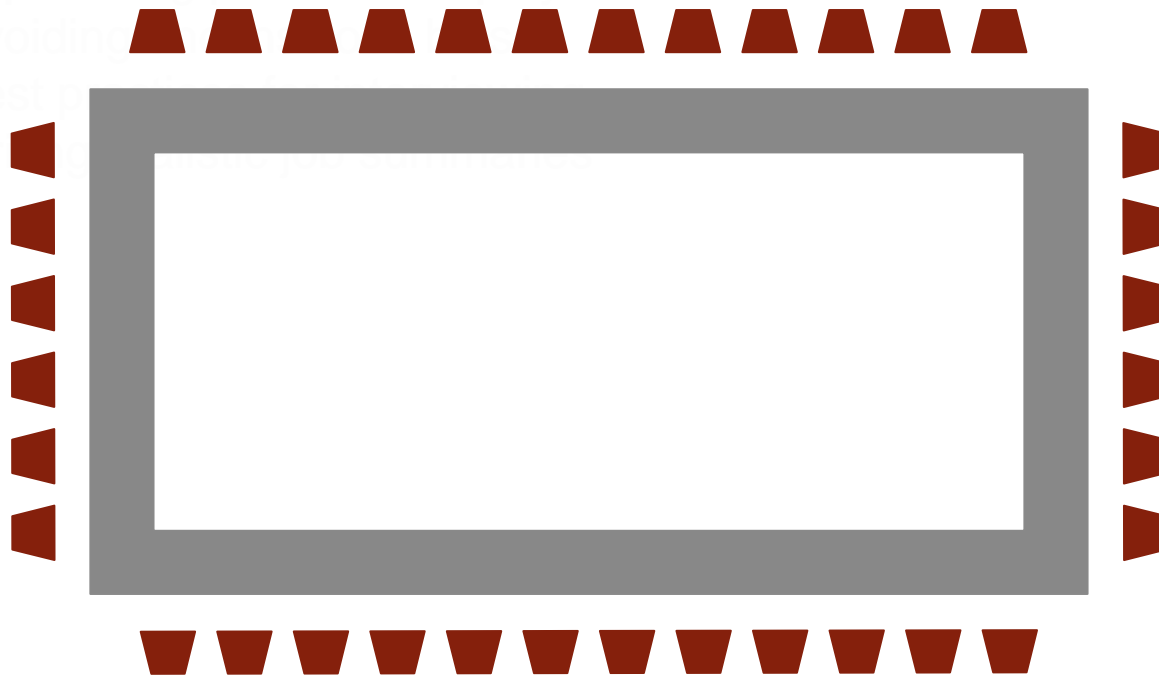
Follow Up Trainings:

supervising part time employees

avoiding

best

work



# 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



# NEFLIN



**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**

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THE UNIVERSITY OF UTAH



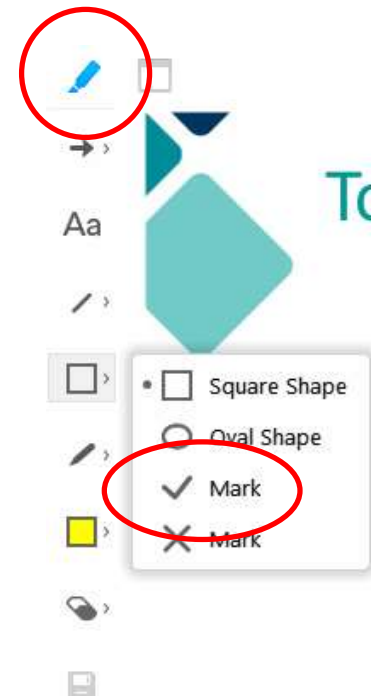
**LEARNING**  
ROUND TABLE

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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

<b>Reorganization</b>	<b>New Hiring Procedures</b>
<b>Strategic Plan</b>	<b>“Missing Link”</b>

# 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>

# **Rolling It Out: Strategies for Success**

**Sandra Smith**  
Denver Public Library

**Angela Ibrahim**  
Pikes Peak Library District



# Our Introductions



Sandra Smith  
Learning and Development Manager  
Denver Public Library



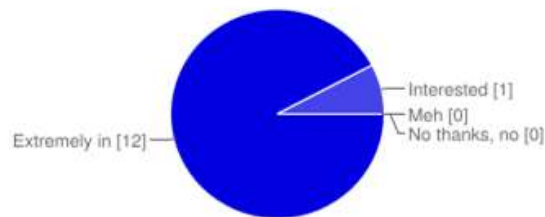
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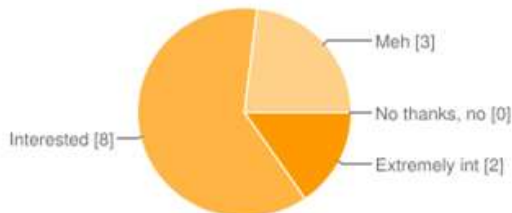
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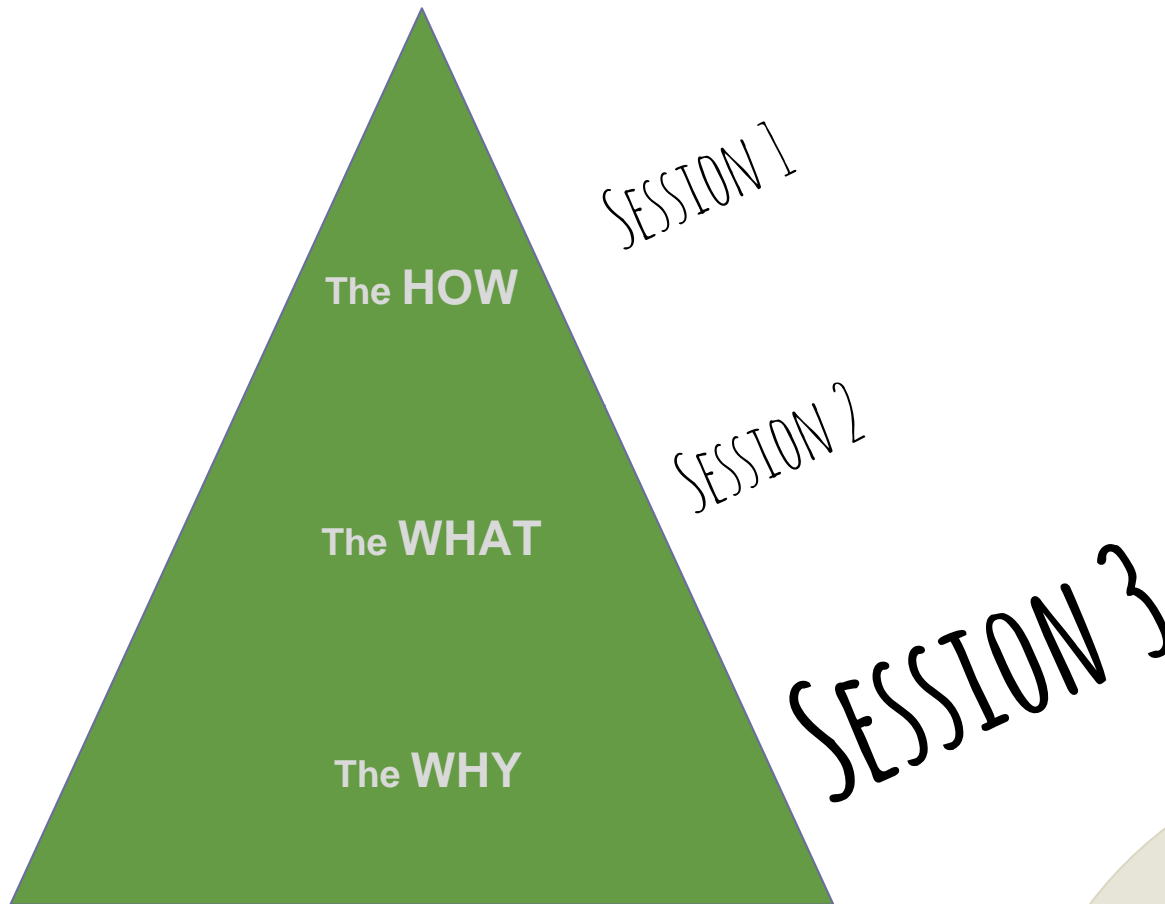
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# Symposium Overview



# About *This* Session

The Strategic Connection

The Marketing Connection

The Sustainable Connection

*Handouts:*

*Learning Guide*

*Verbiage: Strategic, ROI and Marketing*

*Marketing Tips: Get Them Engaged!*

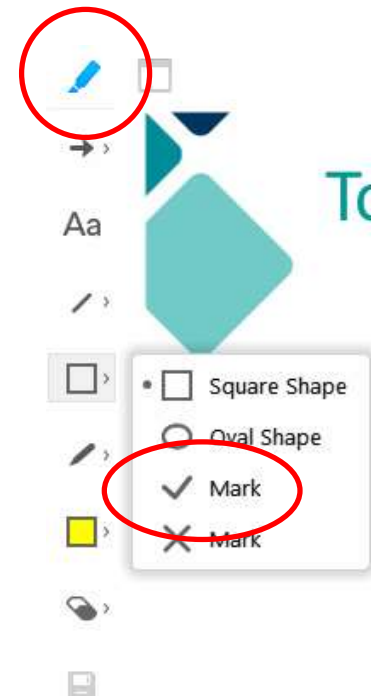


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# What challenges do you face when rolling out new training programs? (check all that apply)

And we have **time** for this when?

☐

Fear from the Leadership Team -  
if we train them **they will leave**

☐

Fear from the Managers -  
we have **no control over the content**

☐

Policies in place that have **restrictions, barriers**

☐

**Scarce Resources:** trainer, money, etc.

☐

**Skills assessment** - what the heck do they need?

☐

# The Strategic Connection



What's the ROI for Your Library?

What's the ROI for Supervisors?

What's the ROI for Managers?

# ROI Elements



- ❑ Make sure your program speaks to both Your Library's strategic goals AND operational needs
- ❑ Provide any data that would bolster your proposal. Data examples could include a gap analysis or needs assessment completed by managers and supervisors on skills and performance measures needed and desired
- ❑ See our handout of Sample Verbiage - You want to be aware of what your administrators and staff place importance on and be sure your program links to those priorities
- ❑ Develop goals and metrics prior to course design and work to them

# ROI for Your Library



- Accountability to stakeholders and community
- Credibility to customers/colleagues
- Building block for a Results-Focused Library
- Increased Achievement of Library's Goals

- Now work in a Fast-paced Digital World
- Easier access to Knowledge
- Need Individually-motivated, Confident Employees
- Staff as an Asset
- Competitive Advantage
- Increased Organizational Performance

There may be more than you or your Administrators and Staff realize!



# ...the Downside: Oh Nooooo!

IF YOU THINK TRAINING  
YOUR EMPLOYEES IS  
EXPENSIVE....



YOU SHOULD TRY  
NOT TRAINING THEM!!



"STRESS"

# Put This on the Table:

*IF YOU'RE WORRIED THAT  
YOU'LL TRAIN YOUR  
EMPLOYEES AND THEY'LL  
LEAVE...*

*WOULD YOU RATHER  
NOT TRAIN THEM AND  
HAVE THEM STAY?*

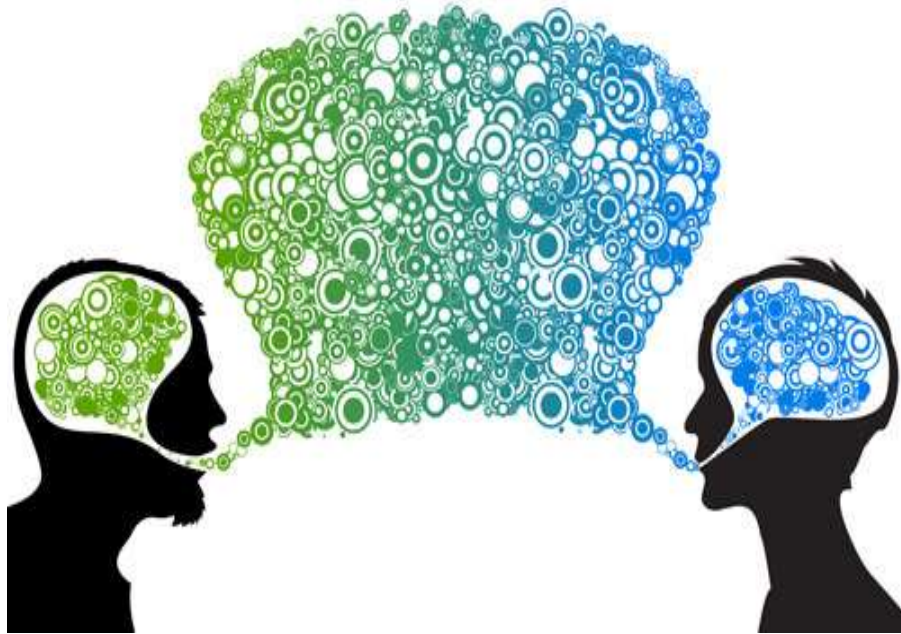


# Some WIIFM Answers...



- ☐ Operational Excellence Day-To-Day: Internal and External
- ☐ Performance Management Connection
- ☐ Competencies Connection
- ☐ Address and problem-solve concerns about time and resources

# Your Managers' Role



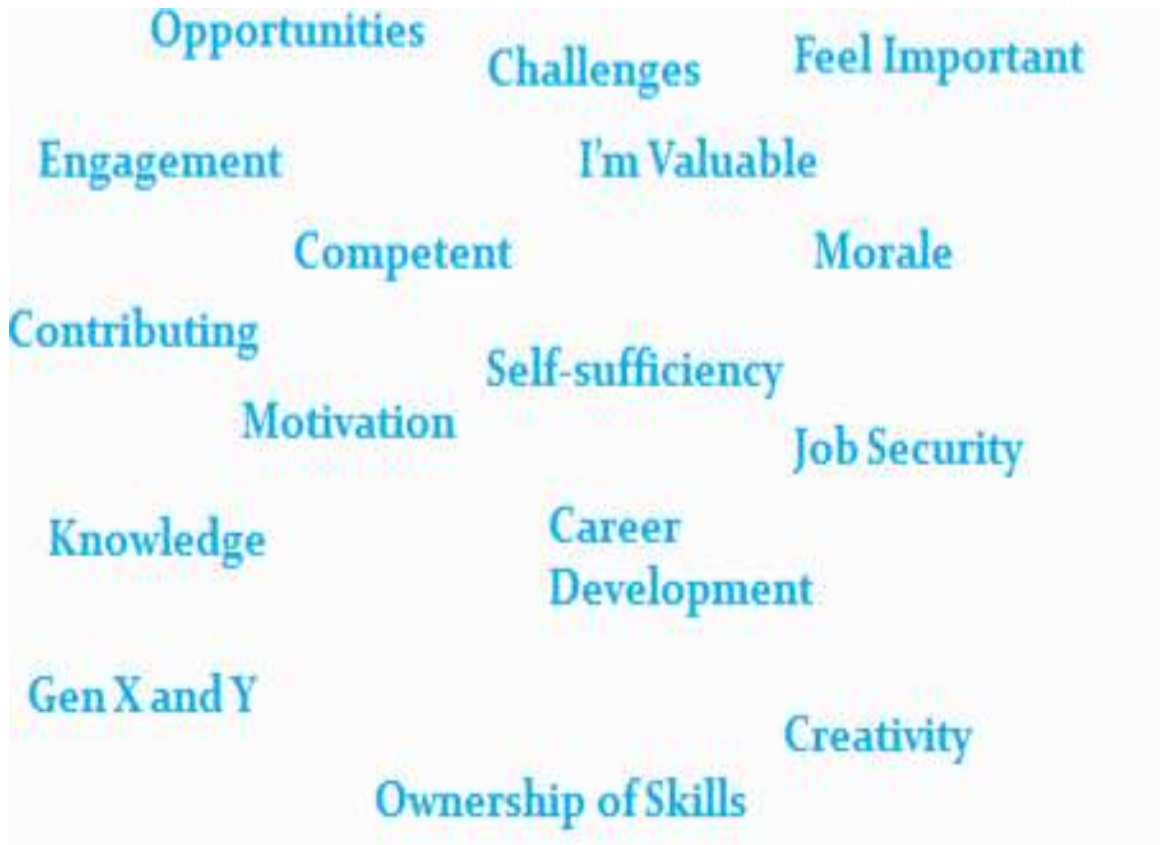
..in **Planning**

....in **Participation**

....in **Accountability**

....in **Ongoing  
Learning**

# WIIFM for your Supervisors



These are in addition to the basic skills, knowledge and abilities you are designing in your program!

Check out our Get them Engaged! handout...

# The Marketing Connection

Grow a Learning Organization  
with your Program!



*"...an organization that facilitates the learning of all its members and continually transforms itself."* ([M. Pedler](#), et al)



# Getting Them On Board

Reluctant to Engaged!

Hesitant to Enthusiastic!

Passive to Active!

Unskilled to Skilled!



# PR Ideas for Staff

## Top 10 Reasons You'll Love It!

### 10 LEARNING FROM ANYWHERE

- Internet hosted site
- Available from work or home - even your phone!
- Your login is the same as Kronos / StaffWeb

### 9 REGISTRATION MADE EASY

- Is now electronic for face-to-face classes, eLearning classes, AND local training
- Electronic approvals – up to 3 levels
- Bulk registration for work groups

### 8 NOTIFICATIONS & REMINDERS

- Email reminders of upcoming classes
- Notifications of actions required for learning
- Notification of pre and post-tests needed

### 7 REPORTING AT YOUR FINGERTIPS

- Easily pull your recent learning events
- Access test scores
- Hours and money spent in training





# Find Happy Bling



Have fun with  
your PR!

Simple and  
cheap is fine -  
staff will love  
and appreciate  
it!

# Some Helpful Do's and Don'ts



**DO** Public and private recognition for your partners in making your program happen

**DO** Publicize what you're doing to all staff and others in your library world, near and far. You'll get helpful feedback and shared enthusiasm to keep you going!

**DO** Make a space on your intranet or elsewhere to be a One-Stop Spot for info on your program

**DO** Give your senior staff lots of status reports and info. Knock their socks off to gain buy-in and street cred!

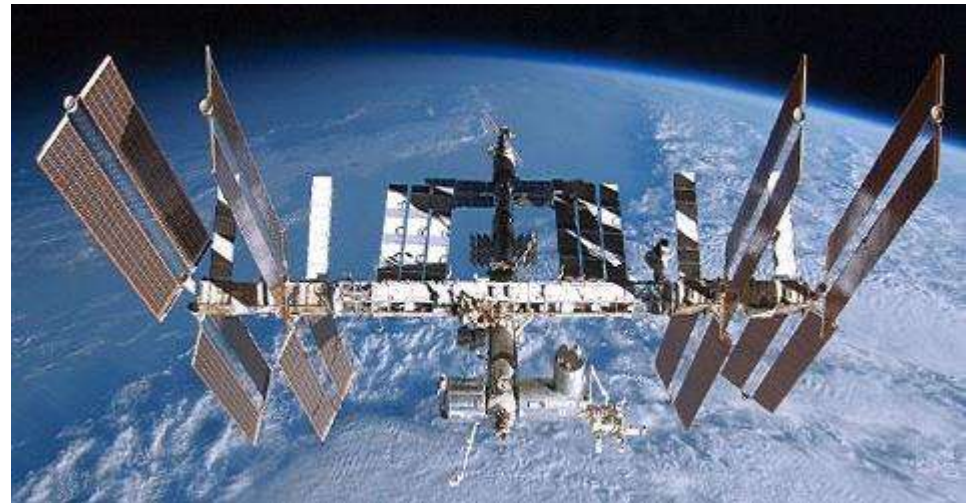
**DON'T** be intimidated! Ten percent of the time is plenty ;-)

**DON'T** hesitate to ask for help and advice from other learning and training folks in library land and otherwise. We are a very friendly, helpful and generous bunch – and have each been through the class or project from hell, and survived...and learned!



# The Sustainable Connection

After Launch, how do you keep your program  
Systemic and On-going?



# Ongoing Strategies

- Evaluate
- Performance Processes
- Hiring Processes
- Organization Learning Goals
- Next! Getting the Right Butts in the Seats!



# ...And Don't Forget:



- ☐ Make a future plan - use your evaluations, metrics, data, ROI feedback
- ☐ Who owns the program now? You? Others?
- ☐ What is your Wish List from your vantage point? Pie in the sky?
- ☐ Just tweaking?

# Don't Forget to Celebrate!





# What We Covered...

- The Strategic Connection

*How do you successfully position your program?*

- The Marketing Connection

*How do you get buy-in from various stakeholders?*

- The Sustainable Connection

*How do you keep it going?*

# Q&A

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

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



# Follow-up

- Archive for all 3 sessions will be made available within 24 hours
- Will send email when available, with survey to collect your feedback for presenters and for ongoing programming
- Certificate of attendance to all who logged in for one or more of today's sessions
- If you're interested in additional learning in this area, complete this survey: <http://z.umn.edu/lrtpostsymposium>