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 / 1:00 pm 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
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/](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](#)
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
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%)
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• Volunteers!
Symposium Overview

The HOW

The WHAT

The WHY

SESSION 1

SESSION 2

SESSION 3
Guide

LEARNING ROUND TABLE

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

DeEtta Jones
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.
YOUR TURN!

Do you characterize your organization as having a growth mindset?

Yes!  
For the most part  
On a good day  
Not at all
Building a Supervisor Dev. Program?

Let’s get specific.

What approaches work best?
Understanding Your Learners

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.
“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.”

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

Claudia A. Monte
Take a Holistic Approach

“Management skills are developed on an evolving basis through awareness, learning, and reinforcement.”

“Integrate new learning into daily practice…”

Claudia A. Monte

Kimberly Sweetman
“Layer” the Approach to Learning

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

DeEtta Jones
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
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
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?
Provide “In-Person” Events

- Especially for reflective topics
- Include time for synergistic exchanges
- Plan for interaction, exercises, demos and sharing of experiences
Provide Blended Learning Events

- Realistic
- Basic skills training
- But with in-person events.
Incorporate Experiential Learning

➢ Provide time for application
➢ Makes the learning real
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# Recap of Techniques

1. Use Professional Development Plans
2. Take a holistic approach
3. "Layer" the approach to learning
4. Use a variety of modes to deliver content
5. Combine content experts with peer learning
6. Include a mentor component
7. Provide opportunities to practice
8. Provide “in-person” events
9. Provide blended learning events
10. 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.
What’s Next?

- The HOW
- The WHAT
- The WHY

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

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Symposium Overview

The HOW

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About *This* Session

Successful Models

Drivers, Challenges, Opportunities
Annotation Tools

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Check mark

- Click on square, half-way down.
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- 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
Annotation Tools

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Check mark

- Click on square, half-way down.
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- Click on slide to indicate choice.
How often do supervisors at your library meet as a group?

- regularly/several times a year
- occasionally/as needed
- rarely/never
<table>
<thead>
<tr>
<th>Number of Supervisors</th>
<th>Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing Clarification</td>
<td>Inclusion &amp; Participation</td>
</tr>
</tbody>
</table>
Roundtable: Format

Follow Up Trainings:

- supervising part-time employees
- avoiding unconscious bias
- best practices for interviewing
- writing realistic job summaries
Roundtable: Content

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

Our current policy/procedure is . . .

The best practice for this would be . . .

How are things working?
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
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
● Change Management Skills
Management Training Institute

- How to Effectively Coach/Mentor/Train Your Employees
Management Training Institute

- Dealing Effectively With Employee Performance Issues
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...
Annotation Tools

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- Click on slide to indicate choice.
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

<table>
<thead>
<tr>
<th>Reorganization</th>
<th>New Hiring Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Plan</strong></td>
<td>“Missing Link”</td>
</tr>
</tbody>
</table>
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

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

The law/policy says . . .

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”)

LEARNING
ROUND TABLE
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
“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…”

“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.”

Catherine Hakala-Ausperk
Advice “If I had to do this again…”

“…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.”

Christine Kreger
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!
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Rolling It Out:
Strategies for Success

Sandra Smith
Denver Public Library

Angela Ibrahim
Pikes Peak Library District
Our Introductions

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- The HOW
- The WHAT
- The WHY

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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!
Annotation Tools

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

**ROI for Your Library**

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

**WIIFML?**

- 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
...the Downside: Oh Noooo!

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

YOU SHOULD TRY NOT TRAINING THEM!!
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?

OHH NOOO!!!
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?
… 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](http://z.umn.edu/lrtpostsymposium)