Presenters

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Training New Supervisors for Success:
Don't Start from Scratch

WebJunction®

Agenda

- Supervisor Success Modules
- Supervisor Success at IPL
  - Program Design
  - Implementation Plan
  - Rollout

SUPERVISOR SUCCESS MODULES

Goal

Equip supervisors with **core skills** that help them effectively meet day-to-day challenges and achieve results in order to **build a more positive, effective workplace and environment**.

3 Modules

Encouraging Motivation in the Workplace

Managing Conflict for Supervisor Success

Performance Management for Supervisors

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Encouraging Motivation in the Workplace

1. Seek to understand motivation – your own, your employees'

2. Do it – build the culture of motivation at work

https://www.webjunction.org/news/webjunction/encouraging-motivation-in-the-workplace.html

Managing Conflict for Supervisor Success

1. An Ounce of Prevention: establishing a positive workplace culture

2. A Pound of Cure: conversational techniques for handling conflict

https://www.webjunction.org/news/webjunction/managing-conflict-for-supervisor-success.html

Shirley Library Staff by Christchurch City Libraries on Flickr CC BY-NC-ND 2.0

Performance Management for Supervisors

1. Planning the Journey

2. Walking the Walk

Tauranga Library staff by People's Network on Flickr CC BY-NC 2.0

https://www.webjunction.org/news/webjunction/performance-management-for-supervisors.html

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PRESENTERS

- **Kimberly Brown–Harden:** Manager, Regional Branch

- **Cheryl Wright:** Manager, Learning & Development

- **Katherine Lerg:** Director, Human Resources

WHAT WAS OUR NEED?

- To create regularly scheduled management training
- Prior training was problematic
  - Outside vendor
  - 2- days in length
  - Infrequently available
  - Cost prohibitive

OUR NEED (cont.)

- More flexibility
- Train in general management skills
- Include IndyPL specifics
- Who should attend

LEARNING ROUND TABLE TRAINING

- The modules fit our need
  - Self-paced (2-3 weeks for managers/supervisors to complete)
  - New to management must take in order
  - Current management may take specific to their need

PROGRAM DESIGN

Photo: Conversation by Christina Morillo on Pexels

- IndyPL Steps
  - Attendees complete the self-paced pre-class assignment
  - Attend facilitated discussion session
    - Review content
    - Discuss IndyPL specific processes

CREATING THE INDYPL CURRICULUM

- Cheryl Wright
  - Reviewed modules
  - Selected "required" elements of training
  - Developed a "pre-class" assignment

CUSTOMIZING THE CURRICULUM FOR INDYPL

- HRD & HRG developed discussion session outline
  - Review of self-paced module content
  - Current case studies/Manager questions/General discussion
  - Review of available resources for managers/supervisors
    - Policies
    - Processes & Forms
    - HR Resource staff/Who to contact

IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

PART 1

- Using the WebJunction modules in combination with inter-active group discussion
- Generic management knowledge
- Practical application at IndyPL

PART 2

- Modules in specific order:
  - 1: Performance Management
  - 2: Managing Conflict
  - 3: Motivating Employees

- Once timing of self-paced modules was determined, discussion sessions scheduled

TIMING OF MODULES

- January: Module 1 – Performance Management
- February: Module 2 – Managing Conflict
- March: Module 3 – Motivating Employees

- Cycle repeats in each quarter
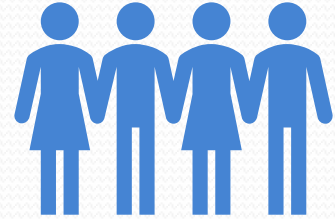- Ends at finish of our performance year

ROLL-OUT

COMMUNICATION

Notice to all managers & supervisors

Registration instructions

Who should attend

GETTING STARTED

Session registration online

Assign modules & set discussion sessions

Class size limited to 10

ASSIGNING THE WORK

- Pre-class assignment and discussion meeting date sent to each registrant
- Manager copied on email

PRE-CLASS ASSIGNMENT

- Everything from module except some reflection exercises
- Class registrant required to meet at least 1 time with manager
  - Keeps manager updated on attendee progress and answer questions

DISCUSSION MEETING HOW DID IT GO?

- Reviewed module & activities
- Discussion of current situations & how training helped
- Input from other attendees
- Attendee feedback

REVIEW

- WHAT WORKED WELL?
  - Facilitator leading discussions
  - Sending out pre-class assignments 3 weeks in advance

- CHALLENGES
  - Time demands
  - No "chat" function on platform
  - Feedback on self-paced training portion

STAFF EVALUATION RESPONSES

- What was most helpful?
  - Module videos – 85%
  - Learning about IndyPL processes – 85.7%
  - Interaction & Discussion – 71%
  - Readings – 57%

Photo courtesy Indianapolis Public Library

EVALUATION COMMENTS

ADD TO TRAINING

- Participants wanted more interactions with each other to discuss how they interact with employees in handling different situations
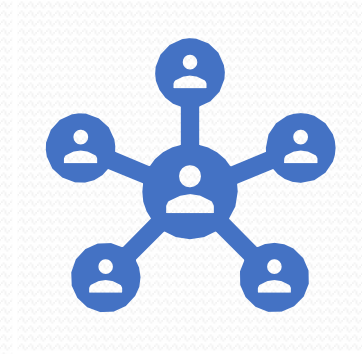- Model the "take action" sections to IndyPL circumstances/procedures

DO NOT CHANGE

- Continue the discussion meetings
- Use WebJunction trainings – excellent discussion foundation
- Having 2 moderators – offer different perspectives

ADDITIONAL COMMENTS

Materials offer concrete tools for implementing change

Opportunity to build relationships with other supervisors/managers

HOW WILL WE IMPROVE THE TRAINING?

- Establish attendee communication forum throughout training
- Discussions be more free flowing
- Add IndyPL specific information as a handout
- Establish attendee's manager session to review expectations for them
- Encourage more discussion and sharing of past/current attendee experiences

HOW WILL WE IMPROVE THE TRAINING? (cont.)

- Training is a requirement for supervisory development
- Expand modules into a "deeper" dive
- Expand Performance Management into several modules to be more concentrated (e.g., Performance Appraisals or Progressive Discipline)
- Determine what other trainings might be included in the management series

QUESTIONS?

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