Presenters

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Training New Supervisors for Success: Don’t Start from Scratch
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
Encouraging Motivation in the Workplace

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

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

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

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
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

• 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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