

A question of confidence?: developing future leaders and managers for library and information services

– a case study approach to personal
and professional development

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“Managers need to genuinely listen to people, seek to understand them and mentor them. They need to demonstrate respect, and communicate people’s worth and potential so clearly that they come to see it themselves – which is the true essence of leadership”



Session outline





Context

- Learning Services established - increase in teams, diverse department
 - Library and Information Services, ICT support, Media Services and Development, ICT Training, E-learning and Learning technology, Study Skills and Dyslexia Support, Classroom and Lecture Theatre Management
- A number of new managers in post
- Built a strong Senior Management Team
- Concerned about progression/recruitment

Why think about Succession Planning

- High turnover of staff, new managers in post who need support and development
- Perceived gap/ Reduce the gap between SMT and other managers
- Difficult to recruit staff at a senior level with the appropriate skills, knowledge and experience
- Need to tap into the potential of our existing staff
- Demystify the role of the Manager/Leader

What influenced us??

Experiential
Learning

Grounded in
real life

Authentic
Leadership

Mentoring

Both
Management
and Leadership

Leadership quality – what you are
Leadership situational – what you know
Leadership functional – what you do
Leadership values – what you believe

(John Adair)

Would staff be interested?

- Briefing paper for discussion
- 'Potential Leaders and Managers Session'
 - 17 attended - variety of roles
 - Areas of concern and priorities for us:
 - Delegation skills
 - Assertiveness and managing conflict
 - Managing change
 - Helping people develop in roles/personally
 - Motivating staff
 - Communication skills/EI
 - Performance issues & how to handle them
 - More specific 'how to' rather than just the theory
 - Lack of confidence

Pause for
thought

**Of the areas of concern staff identified,
which resonate most strongly with you?
What do you think was their Number 1
concern?**

- Delegation skills
- Assertiveness and managing conflict
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Formal Application process

- Why they wanted to be involved
- Benefits for them and also for the team and service that would be gained

Induction Session

- Outline of programme
- Your perceptions and expectations
- Case studies

Personal Development Planning

- Skills analysis
- Discussion with mentor and line manager
- Personal plan developed

Programme

**Training and
Development**

Staff Development sessions

- Communicating Effectively
- Managing the performance of others
- Politics and influencing
- Service Development, Problem Solving and Decision Making
- Emotional Intelligence
- Managing Absence
- Managing Meetings

Programme

Training and
Development

Case Study Presentations

- Managing Change
Margaret Weaver, St. Martins
- Successful project Management
Julie Berry, Salford
- Developing Customer Relations
Heather Bibby, BAE Systems

Group Activities – action learning

- Putting theory into practice
- Review an element of the service
Communication systems, staff morale, externality of staff
- Feedback to the group and SMT

Programme

Support
and
Guidance

Role of the mentor

- Ensure regular meetings
- Provide guidance on PDP
- Facilitate additional support
 - Attendance at a specific meeting
 - Job shadowing (internal or external)
- Provide or facilitate specific coaching
- Review PDP
- Provide feedback on progress

Evaluation
and feedback

Ongoing review through mentors

Six month review session

- Reflect on issues from the first session
- The good and the bad
- Personal accounts from group members
 - Putting the theory into practice

Verbal feedback from other staff



**Final
evaluation**

Has it been a success? Well, Yes

**Feedback from staff
involved**
*Positive, motivated,
confident*

Impact on the Service
*Ability to take on
additional work
More confident
Performance improved*

Staff promotions
*Learning Technology
Development Manager
Lending Services
Manager
Promotions outside the
service*

1. What element of the programme did you find most beneficial and why?



2. What 2 things do you feel you have put into practice in your role that have worked well?



**Final
evaluation**

Themes from the evaluation

Confidence building and self-perception

Self-analysis and critical reflection

Personalised and contextualised learning

**Internal and external networking and
relationship building**

**Link between the programme, individual skills
and enhancing the service**

Improvements for the future

- Better training for mentors
- Build in more time for reflection throughout the programme
- Include more group activities generally and more specific group tasks at the beginning

Lessons learnt

- The need for a tailored approach
- Allowing time for 'growth' not just a quick fix approach
- Group work being fundamental to success
- The importance of senior management involvement
- Building self-confidence and self-belief is a must

**Pause for
thought**

From the presentation today do you feel any of the approaches or developments could be applicable to your services?

With Thanks

*Our Future Leaders
and Managers*

Helen Jamieson
Emma Seddon
Mark Roche
Liz Mawdsley
Rita Vorley
Mandy Phillips
Sue Williams
Richmal Lee Smith
Lisa Charmock

Our Mentors

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Any Questions?

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