Developing Library Leaders
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Presenters

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What we will cover today:

• About Service Development & Innovation
• Overview of the development year
• What we learned (topics)
• What we learned (experience)
• Our next steps
• Suggestions for libraries of all sizes
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About Service Development & Innovation

Service Development & Innovation is a new Division at TPL

- System-wide projects and initiatives
- Senior levels of staff:
  - Senior Services Specialists and Services Specialists
  - Some SSS’s have had the position for many years, some are new to the position
- Common skills for unique portfolios
- Networking and peer-support
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Overview of the Development Year

Existing Learning & Development path structure

- Cohort based approach
- Series of learning and development topics – pre-selected
- Monthly sessions are ½ day sessions
- Existing paths are for Library Assistants, First-year Librarians
- Training sessions are staff-developed and staff-led
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Overview of the Development Year

SSS Learning & Development path structure

• Cohort based approach
• Series of learning and development topics – developed by the cohort
• Sessions are ½ - full day sessions
• In-person and blended learning
• 8 sessions offered
• Leveraged TPL’s internal communications platform
• Training sessions are staff-developed/led and external developed/led
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Determining the Learning & Development Topics

We started the Learning and Development with

- A Brief history of TPL and the SDI division
- Setting the expectations for the role of the SSS
- A team building activity
- Writing Reports workshop
- A Priorities for Skill Development exercise
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What We Learned

From our first session we learned:

• a lot about where we have been and where we are going
• a lot about writing reports for TPL
• which skills we wanted to develop as a group
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What We Learned

The Learning Path

• Facilitative Approaches to Meetings and Outreach
• Human-Centred Design
• Project Management – Part 1
• Teaching Adults
• Adaptive Leadership
• Program Evaluation
• Project Management - Part 2
• Leadership
Facilitative Approaches to Meetings & Outreach

• Benefits of Facilitation

• POP - Purpose, Outcome, Process

• LAPS - Listen Actively, Ask Questions & Probe, Paraphrase and Summarize, Stay neutral on the content

• Confirm Purpose, Outcome & Process

• Participation = engaged participants
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What We Learned

Human-Centered Design

- Blended learning
- Designkit.org
- Inspiration – Ideation - Implementation
- Explain Human-Centred Design to a colleague
- Identify the process phases of Human-Centred Design
- Identify the various methods that are part of Human-Centred Design
- Apply methods to library design scenarios
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What We Learned

Project Management: Part 1

Factors to consider when starting a Project:

- Project Summary and Objectives
- Determine Success Measures
- Determine Stakeholders & Project Team
- Develop Implementation Plan
- Determine Risks Involved
- Establish Project Budget
- Implement Project
- Evaluate Project
- Close Project
Teaching Adults

Best practices for teaching adults:

- Every 45 to 90 minutes do a physical activity
- Chunk concepts, connect and reinforce
- You learn and hold 5 to 7 concepts at a time
- Check in with your learners every 5 to 10 minutes and use formative assessment
- Lateral knowledge transfer – lots of opportunities for people to learn from each other
- Never teach alone – to teach, to support, to learn
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What We Learned

Adaptive Leadership

• Adaptive leadership is in the realm of complex problems

<table>
<thead>
<tr>
<th>Adaptive Problems</th>
<th>Technical Challenges</th>
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<tbody>
<tr>
<td>Difficult to identify and easy to deny</td>
<td>Easy to identify</td>
</tr>
<tr>
<td>Require changes in values, beliefs, roles</td>
<td>Can be solved by an expert</td>
</tr>
<tr>
<td>and relationships</td>
<td>Require change in a couple of places</td>
</tr>
<tr>
<td>Solutions require experiments and new discoveries</td>
<td>People are generally receptive to technical solutions</td>
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</tbody>
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• 3 challenges to collaboration: Competition – Control - Commitment

• Adaptive capacity: Purpose – Strategy – Structure – Culture - Talent

• 80% of people live in the comfort zone and 20% of people live in the learning zone
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What We Learned

Program Evaluation

• Possible Evaluation Questions
• Evaluation Phases: Scoping, Doing, Reporting
• Logic Models
• Applying the Logic Model
• Assessing Cause and Effect in an Evaluation
• Research Design
• Sources of Data
• Qualitative, Quantitative and Mixed Methods
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What We Learned

Project Management: Part 2

- Project governance framework used by our Digital Services & Emerging Technologies division group
  - Portfolio, Program and Projects Interaction
  - Project phases and business process interaction
  - Project methodologies: Waterfall - Agile
- Project methodologies used by our Digital Services & Emerging Technologies division
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What We Learned

Leadership

Leadership Panel with TPL managers

• What does leadership mean to you?
• Describe your career path. Was there a pivotal moment when you self-identified as a leader?
• How did you build your leadership skills? Were there skills that were more challenging for you to develop?
• What advice would you give others to build their leadership skills?
• What leaders do you look up to and why?
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Our Next Steps

Learning & Development in 2019

We identified the following as areas for further development:

• Leading others (without authority) – Motivating, Influencing, Negotiating
• Change Management
• Project Management
• Relationship Management
• Technical Skills
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Suggestions for Libraries of All Sizes

• In-Person
• Online Learning
• Mentorship
• Blended Learning
  • Combination of online and classroom learning
• Learning Circles
  • Learning circles are lightly facilitated study groups for people who want to take MOOCs (Massive Open Online Courses) and other types of online courses together, in-person. Participants take ownership of their learning goals and build, share and express their knowledge and personal experience through open dialogue
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Suggestions for Libraries of All Sizes

Resources

- **Public Library Leaders program**
  18 month program for engaged seasoned library managers (Cost)

- **Library Leadership Excellence and Development LLEAD**
  Cross-sector development program for library and information professionals (Cost)

- **Project Management Institute**
  Not for profit professional membership association for the project management profession – online courses (Cost)

- **Project Outcome**
  Free online toolkit designed to help public libraries understand and share the impact of essential library programs and services by providing simple survey and easy-to-use process for measuring and analyzing outcomes

- **SOLS – Learn HQ**
  Training and resources for Ontario public library staff & board members – Courses and Resources

- **OLA – MentorMatch**

- **The Partnership Education Institute**
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Suggestions for Libraries of All Sizes

Resources

• **Lynda.com**
  Online learning platform with video tutorial courses led by experts on web design, software development, photography, business skills and more. (Available through your library or Cost)
  • Example courses: Facilitation Skills for Managers and Leaders, Instructional Design: Adult Learners

• **Gale Courses**
  Instructor-led courses on a variety of topics. (Available through your library)
  • Example courses: Effective Business Writing, Teaching Adult Learners
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Suggestions for Libraries of All Sizes

Resources

• **Coursera**  
  Courses taught by instructors from universities and educational institutions. Courses include recorded video, lectures, auto-graded and peer-reviewed assignments, and community discussion forums.
  
  • **Example courses:** Design Thinking for the Greater Good: Innovation in the Social Sector, Introduction to Project Management Principles and Practice
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Suggestions for Libraries of All Sizes

Resources

- **edX**
  Real courses from Harvard, MIT and other world’s leading institutions. Free programs and Professional Certificate Programs (Cost)
  - Example courses: Introduction to Data Analysis using Excel, Strategic Planning for Public Libraries

- **FutureLearn**
  Online courses from universities and cultural institutions that have the option to discuss what is being learned with others. (Free and Cost options)
  - Example courses: Inspiring Young People in STEM: Planning Activities, Management and Leadership: Growing as a Manager
Resources/Tools etc.

Resources

Books

- Creating a Culture of Evaluation: Taking your Library from Talk to Action – Bill Irwin & Kimberly Silk
- The Discussion Book: 50 Great Ways to Get People Talking – Stephen D. Brookfield
- Building a Better Teacher: How Teaching Works (and How to Teach it to Everyone) – Elizabeth Green
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Skills Identification Activity

• Using a list of skills for leaders, individually review the list and make a list of the top 10 skills
• In a group – look at the skills you have all identified
  • Group common skills together
• Select the top 5 common skills
  • For any of the skills that are broad/general, consider what this means for you/your group.
    • For example – if your group identified needing development in the area of “Technology Skills” drill down to what this means specifically, such as “Excel training” or “Learning Video production”
• With the top 5 common skills identified, rank the skills in a priority order from 1 to 5, 1 being the skills that you would like to learn first
• You have created your learning path for the year by identifying and ranking your top 5 skills.
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Human-Centred Design

Timeline, 2 to 3 hours over 5 weeks

Objectives
By the end of this exercise you will be able to:
• Explain Human-Centred Design to a colleague
• Identify the process phases of Human-Centred Design
• Identify the various methods that are a part of Human-Centred design
• Apply methods to library design scenarios

You Will:
• Visit the "Design Kit" website by Ideo.org
• Watch the video "What is Human-Centred Design?"
• Create a definition of Human-centred Design with your group
• Review design methods on the website
• Review three scenarios and decide as a group which methods would be most useful
• Create a summary of which methods would work best for each scenario and why
• Share your group's definition and summary
• Have fun!
Thank You!

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