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Now

Dublin, 23-25 June 2019
Belgrade, June/July 2020



Emerging Leaders
Programme

WHAT IS THE EMERGING LEADERS PROGRAMME?

LIBER's international Emerging Leaders development programme is a high-level seminar for the next generation of senior leaders in European research libraries.

In 2019/2020, the Programme will run for the fifth time. It has already been successfully completed by 80 library professionals.

The Programme consists of four parts:

- A first 2-1/2 day seminar in Dublin, Ireland (23-25 June 2019), hosted by Trinity College Dublin, with courses;
- A year for mentorship, including a professional training placement at the mentor's library (one week);
- Action Learning during the year between the two courses;
- A second seminar in Belgrade (June/ July 2020, dates to be confirmed), with courses and shared experience.

Both the Dublin and Belgrade seminars are attached to LIBER's Annual Conference, giving you the opportunity to network

and learn at this event in addition to the Leadership Programme.

In this brochure you will find more information about the Programme, its goals, important information and an application form.

Candidates must apply by emailing liber-wg-leadership@list.ecompass.nl before 15 February 2019.

For questions, please contact **Hilde Van Kiel**, Director KU Leuven Libraries and Chair of LIBER's Leadership Programmes Working Group: Hilde.vankiel@kuleuven.be.

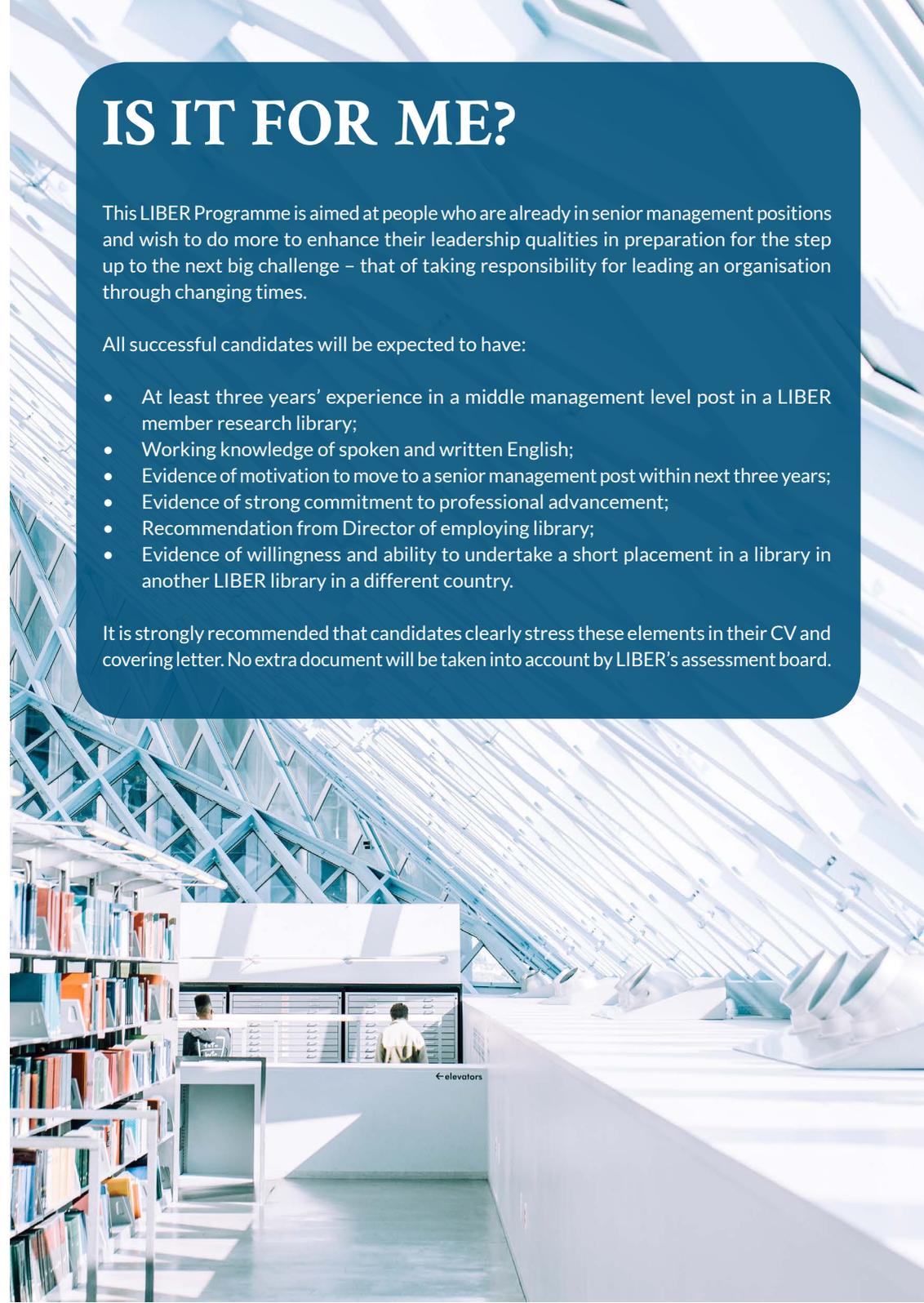
IS IT FOR ME?

This LIBER Programme is aimed at people who are already in senior management positions and wish to do more to enhance their leadership qualities in preparation for the step up to the next big challenge – that of taking responsibility for leading an organisation through changing times.

All successful candidates will be expected to have:

- At least three years' experience in a middle management level post in a LIBER member research library;
- Working knowledge of spoken and written English;
- Evidence of motivation to move to a senior management post within next three years;
- Evidence of strong commitment to professional advancement;
- Recommendation from Director of employing library;
- Evidence of willingness and ability to undertake a short placement in a library in another LIBER library in a different country.

It is strongly recommended that candidates clearly stress these elements in their CV and covering letter. No extra document will be taken into account by LIBER's assessment board.



WHAT IS IT LIKE?

What should a leadership programme include? If you ask a thousand people you'll get as many different answers but here's what we suggest for LIBER's Emerging Leaders Programme awaiting you in Dublin 2019 and Belgrade 2020.

Without self-awareness you're more or less sunk. You can't change what you're unaware of, so shine a light on your blind spots. You must find out what they are first.

Honest open and perhaps challenging self-awareness is mission-critical for effective leadership. We will ask you to complete several self-assessment and profiling tools before you join the LIBER programme. These will form the focus of much of your early work. Previous delegates have reported finding this an amazingly powerful part of our programme, and one to which they often refer back.

Without your own sense of direction, you can't lead. So get a goal, a big goal. Set a course, decide on your direction of travel and then you have a fair chance others just might follow.

But without anywhere to go, anywhere to take people, you're not a leader. You know this! People will only follow you around in

circles for so long. And if even you don't know where you're going, it's journey over.

As an essential part of the LIBER programme we will look at strategy, scenario planning, creating purpose and direction, creating the future you want for yourself and your organisation. We'll present and debate frameworks and models for your longer-term leadership, toward the distant horizon and beyond!

And to lead, you must lead something or someone. Of course it's possible to be a thought leader but we're talking about people here. You must get others to follow.

While there's nothing clever to this, it's not easy. You must pull together a team, and they must be inspired in some way to follow the same direction as you. Perhaps a long way behind you, perhaps just behind you, perhaps even alongside you, but certainly in the same direction towards the same end goal.

How to build and motivate a team, how to get colleagues to perform their best and how to create space for yourself to lead: all of these will be a very important focus of the programme.

Another must-have leadership element is an ability to develop others. A great leader is willing to facilitate the development of their team, to draw and develop the best from people. To achieve this, a coaching approach might help. Identifying accurately, and with insight, the gaps in others' capabilities can also help. Maybe even having the self-confidence to recruit and develop people (*dare we say it?*) to be more capable than you.

Coaching and developing your colleagues will be part of our programme. You will have ample opportunity to practise appropriate, inspirational and powerful tools and approaches to enable you to do this effectively, easily and comfortably.

Finally, the quest for continuing self-development counts for a lot. Don't expect to go stale and still have people follow you. The LIBER programme has, built into it, the opportunity for you to continue with your own self-development once the formal programme has concluded.

Your international colleagues on the programme will quickly become professional mentors, confidants and even friends. You will have a programme of learning that extends way beyond the formal session. This will engage too with your secondment to another library in another country. Your learning will be multi-faceted, practical and sustainable.

FOCUS AREAS

1. SELF-AWARENESS

Personal authenticity with a strong sense of values and identity

2. STRATEGY

How to set your course with a strong sense of purpose and direction.

3. LEADING OTHERS

Inspiring and sustaining a high-performing team.

4. GETTING THE BEST FROM OTHERS

Developing the individual performance of colleagues.

5. YOUR FUTURE

Self-development, professional development and work-life balance.

A good leader has self-awareness, a well-defined direction of travel, an ability to inspire and take others along, an ability and predisposition to develop capability in others, and an imperative and an opportunity for continuing their own self-development.

These are all the critical areas we will address with you during LIBER's Emerging Leaders programme.

QUESTIONS & ANSWERS

WHAT MAKES THIS PROGRAMME UNIQUE?

LIBER recognises that in various countries there are already leadership development programmes for people recently appointed as library directors. Although training of directors is critically important, LIBER believes that the focus should be on a leadership development programme for people at the second tier, who are willing and capable of becoming library directors in a few years.

In general, we shall forsake the traditional profile in favour of more internationally oriented directors.

WHAT AM I COMMITTING TO?

Candidates agree to attend both the Dublin 2019 and Belgrade 2020 sessions, and to go for professional training between the two sessions. Acceptance for the Dublin seminar means that the candidate is accepted for the Belgrade session as well, and is committed to attend and pay for the second seminar.

WHO TEACHES THE COURSE?

The course will again be led by a well-skilled course Director, Jan Wilkinson, former University Librarian, University of Manchester, UK. She will act as the 'glue' between course

content provided by an experienced consultant and coach, and a small number of high-level guest speakers who will share their experiences to illustrate each part of the course with relevant, practical examples.

WHICH TECHNIQUES & ACTIVITIES WILL BE USED?

The pace of the course will be fairly brisk to enable a coverage of all of the essential material. There will be an emphasis on 'self' within the course; increased self-awareness is a great place to begin our leadership journey. Combined with this will be the entertaining presentation of established facts and theory about leadership, followed up each time with group discussion.

In advance of the first course, delegates will be expected to complete a Myers-Briggs Type Indicator questionnaire, and there will be some required reading. During the course each delegate will complete an i-SWOT as a means to reflect on their personal strengths and weaknesses in relation to the challenges of the opportunities and threats likely to be presented in their current or next role.

We will also play the Johari's window 'game' of disclosure and feedback: what can you tell about yourself and what can others tell about yourself?

The approach will be sensitive to individual needs and conducted in a non-threatening way. It will be fun rather than uncomfortable!

WHAT HAPPENS BETWEEN THE MAIN SESSIONS?

Following completion of the first Dublin session, delegates will 'meet' the members of their action-learning sets regularly by conference call and will go for one week of professional training between June 2019 and May 2020. In keeping with the international nature of the course, this training will be based outside of the delegate's own country.

During the whole process, each delegate will also be assigned a mentor from a LIBER member library, providing a high-value and customized experience.

HOW WILL MY LIBRARY BENEFIT IF I TAKE THIS COURSE?

Research libraries are subject to constant change and transformation. Staff in these libraries therefore need to be well-equipped to deal with whatever new challenges are on their way whether digital, financial or societal.

Strong and effective leadership is key for all libraries which want to meet the demands of tomorrow's customers, and to become partners alongside other leaders within our institutions as plans are made for the future.

HOW CAN I APPLY?

Candidates must fill in the application form and return it by email in time to meet the deadline of 15 February 2019.

The candidate must send with her/his completed application a Curriculum Vitae and a covering letter, indicating the motivation to take part in the programme. Neither document should exceed two pages.

WHAT ARE THE COSTS?

The fee for the Dublin session is €750, including welcome dinner on Sunday 23 June (compulsory), coffee breaks, lunches, materials and courses. The second seminar in Belgrade also costs €750. Candidates will have to meet their own costs for travel and accommodation.

WHAT IF I AM SELECTED?

LIBER will inform you and your Director that you have been selected. You will then receive an invoice. You will receive further information later by email (practical information, full programme, first contact information, Myers-Briggs Type Indicator questionnaire, etc).



"I've found a European network of peers in the same position as I am.

I can always rely on them. They've become good friends and we deal with issues like strategy, decision making, team building. As a leader in a library, you experience problems in these domains and with this group of people I always have someone I can relate to and contact.

The network that we've created is really important."

– Jacquelyn Ringersma, Wageningen University, the Netherlands

"During the leadership seminar I learned to know myself better, to improve my team-building and coaching skills and - above all - I'm leaving the seminar full of energy for next year."

– Emilie Barthet, Jean Moulin Lyon 3 University Library, France

"The leadership seminar is a process where you confront your feelings, have to reveal yourself, trust in each other. It's a strong feeling. You are spending so many days together!"

– Live Rasmussen, Head of Science Library, University of Oslo

"For me the top takeaways from the leadership programme were, firstly, accountability. So basically set goals that you can measure and actually go do it. Also, strategy development. I got a wider perspective on the world and the issues that are relevant. What I took home from the session was that it's important to keep your people on the board, and I learned the techniques you can apply to get that done."

– Rienk Withaar, University of Groningen, the Netherlands

APPLICATION FORM

Please complete, print and sign this application form. Send it in PDF format with all necessary documents attached to liber-wg-leadership@list.ecompass.nl by 15 February 2019.

CANDIDATE INFORMATION

Surname & First Name

Professional Postal Address

Professional Email Address

Telephone Number (Work)

Telephone Number (Mobile)

Current Role in the Library
(as mentioned in your job description)

THE LIBRARY

Surname & First Name
of the Library Director

Professional Postal Address

Professional Email Address

Telephone Number (Work)

Telephone Number (Mobile)

Documents to be completed and sent with this application form:

- Curriculum Vitae, not exceeding 2 pages;
- Covering letter, not exceeding 2 pages.

By applying to this seminar, I confirm that, if my candidature is accepted :

- I commit myself to attend both sessions, Dublin 2019 and Belgrade 2020, and to go for professional training abroad between the 2 sessions;
- I will pay my own travel and accommodation costs for the whole process.

The fee for the first seminar, €750, is due to be paid to LIBER by 31 May 2019. No VAT is due on this fee.

The candidate

The library director¹

¹ By signing this form, the director of the library recognizes that he/she has the authority to commit his/her library and that he/she gives full support to this candidate.