



LIGUE DES BIBLIOTHÈQUES EUROPÉENNES DE RECHERCHE
ASSOCIATION OF EUROPEAN RESEARCH LIBRARIES

”Library Leadership, Strategy and Change” a LIBER Programme for Library Leaders

**The University of Manchester Library
21, 22 and 23 July 2013
Manchester, UK**

Context and Short Programme

A key strategic priority for LIBER is to support its members in their efforts to reshape their research libraries. This new program will focus on the role of the leader in this challenging context.

Research libraries are in a state of almost permanent transformation in response to the rapidly changing environment in which they operate. To be successful in these turbulent times demands high caliber leadership - new tools to facilitate thinking about the future, confidence to stimulate dialogue in the community and courage and resilience to initiate change.

Complementary to LIBER’s established ‘Emerging Leaders’ program this new opportunity will focus on the empowerment of current leaders as key figures in reshaping research libraries for the future.

The LIBER Director’s Programme, ‘Library Leadership, Strategy and Change,’ prepares participants for this scenario and provides vital support through the process of change. The opportunity now presents itself for participants to develop tools to expand their capability for what lies ahead, to debate with peers on the challenges they face, and to explore possible solutions through stimulating, interactive learning and individual professional coaching.

The focus

The LIBER program both empowers directors, and provides support and encouragement for the challenges they face, as follows:

- Integration of leadership development methods and tools with the key issues for a library leader in 2013 and beyond:
 - Developing and implementing a new strategy
 - Reshaping the library in the face of changing user behaviours, new challenges and budget constraints
 - Taking people with you, workforce development and team building.
- Interaction between course participants before, during and after the course and discussion on the challenges for the current library leader.

The program is explicitly aimed at Library Directors; people who are in charge and responsible for a research library: a university library or a national library.

An exception will be made only for deputy-directors of large research libraries with substantial leadership responsibilities. Other senior managers may be admitted only in special circumstances relating to seniority and experience.

The programme will run with a minimum of 12 and a maximum of 16 participants.

Programme

The programme runs for two and a half days with an opening session and a working dinner on Sunday 21 July 2013 and two full days on Monday 22 July and Tuesday 23 July 2013.

The following modules will be covered:

Module 1: Know Yourself #1: Self Awareness

Module 2: Know Yourself #2: Leadership

Module 3: Know Where You Are Going: Strategy

Module 4: Take Others with You: Leadership and Team Play

Module 5: Developing the Performance of Others: Coaching for Leaders

Module 6: Continuing Your Own Leadership Development: Action Learning

Module Detail

MODULE #1: KNOW YOURSELF #1: SELF AWARENESS

1. Myers Briggs Type Indicator (completed prior to the module)
2. What Type are you?
3. Implications of Type for leadership
4. Exploring Leadership Competencies
5. Johari's Window and Feedback Exercise

MODULE #2: KNOW YOURSELF #2: LEADERSHIP

1. What makes a good leader?
2. Exploring leadership role models
3. Where are you now? Your leadership journey
4. "What Got You Here, Won't Get You There": how successful people become even more successful
5. Your Personal Values and Leadership

MODULE #3: KNOW WHERE YOU ARE GOING (STRATEGY)

1. Know Your Direction – strategic leadership
 2. Making sense of strategy
 3. Future thinking
 4. The fundamental strategy questions
 5. Being the leader and strategist your organisation needs you to be
-

MODULE #4: TAKE OTHERS WITH YOU

1. Creating a High Performing Team
 2. Managing Change and Working in a Team
 3. Team Roles and Team Dysfunctions
 4. Type and Teamwork
-

MODULE #5: Developing THE PERFORMANCE OF OTHERS

- Coaching for Leadership
 1. Coaching Models
 2. Coaching Skills
 3. Coach and be Coached
-

MODULE #6: Continuing YOUR OWN Leadership Development

- Action Learning
 1. The Methodology of Action Learning
 2. “Questions without Answers”
 3. Getting started

External speakers will cover the following topics:

- *Strategic Leadership*
- *Reshaping the Library of the Future.*
- *Taking others with you*
- *My leadership journey*

Pre-course preparation includes selected reading and completion of Myers Briggs Type Indicator questionnaire. Personal feed-back is provided during the programme.

Post-course support is provided through allocation of a Personal Professional Coach who ‘meets’ each participant by telephone or Skype. Course participants are also encouraged to take part in Action Learning during the intervening twelve months and beyond. In small Action Learning ‘sets’, participants will discuss real life issues in detail and benefit from input from their colleagues.

Course leaders & facilitators

Jan Wilkinson, University Librarian & Director of The John Rylands Library, the University of Manchester

Roger Fielding, Leadership Consultant and professionally qualified coach