



LIGUE DES BIBLIOTHÈQUES EUROPÉENNES DE RECHERCHE
ASSOCIATION OF EUROPEAN RESEARCH LIBRARIES

*Emerging leaders
International development programme for
the leaders of tomorrow's libraries*

**LIBER
Organisation and Human Resources Steering Committee
Leadership development programme**

**Barcelona 2011, June 27th and 28th
Universitat Politècnica de Catalunya, Spain**

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**Tartu 2012, June 25th and 26th
University of Tartu, Estonia**

Our profession is challenged by a shortage of people who are both willing and have the skills to lead in an environment of increasingly fast-paced change. Some countries are already addressing this issue by offering programmes of leadership development for existing directors, and potential 'high-fliers'.

The LIBER leadership programme is aimed at the **next generation of senior leaders**. People who are already in positions of senior management, but who 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.

The timing of this LIBER initiative is particularly fortunate. Libraries will not be immune from the impact of global recession ; far from it. We will need to be well-equipped to deal with whatever new challenges are on their way as a result of much anticipated financial constraint. Looking beyond these particularly stretching times, our working lives are unlikely ever to return to 'normal' as we have come to know it. Strong and effective leadership will be key to our capacity 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.



The seminar programme has three components :

- i) 2 day course in 2011 in Barcelona, June 27th and 28th ;
- ii) A combination of action-learning and mentoring, from July 2011 to May 2012 ;
- iii) 2 day course in 2012 in Tartu, June 25th and 26th.

The course will be led by a **well-skilled course Director**, Jan Wilkinson, University Librarian and Director of The John Rylands Library, University of Manchester, UK, and TICER course Director for years, who 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 with practical examples of relevance to each part of the course.

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!

Following completion of the course, delegates will ‘meet’ the members of their action-learning sets regularly by conference call and will go for one to two weeks of professional training between July 2011 and June 2012, which will not be domestic, but definitely abroad. During the whole process, each delegate will also be assigned a mentor from a LIBER member library, giving him a **high-value and customized experience**.