



LIGUE DES BIBLIOTHÈQUES EUROPÉENNES DE RECHERCHE  
ASSOCIATION OF EUROPEAN RESEARCH LIBRARIES

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

**Munich 2013, June 24<sup>th</sup> and 25<sup>th</sup>  
Bavarian State library, Munich, Germany**

**Short programme**

*Can you.....develop strategy? Lead strategic change? Lead a team?*

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 addressing this issue by offering programmes of leadership development for existing directors, and potential 'high-fliers'.

This LIBER 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.

This programme has three components :

- i) 2 day course 24<sup>th</sup> – 25<sup>th</sup> June 2013 in Munich
- ii) A combination of action-learning and mentoring
- iii) 2 day course 23<sup>rd</sup> – 24<sup>th</sup> June 2014 in Riga

The course will be led by a course Director who will act as the 'glue' between course content provided by an experienced consultant & coach, and a small number of 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 light coverage of all of the essential material, so a good level of English will be necessary. It will also be a lot of fun!

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 :

- John Kotter, *Our Iceberg is Melting: changing & succeeding under any conditions*, Macmillan
- Patrick Lenconi *The Five Dysfunctions of a Team: a leadership fable*, Jossey-Bass
- Tony Manning, *Making Sense of Strategy*, Amacom

During the course each delegate will complete an i(ndividual)-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 every few weeks (to be agreed) by conference call.

Each delegate will also be assigned a mentor from a LIBER member library.

It is proposed that following the Munich course, delegates embark on a 360 degree feedback appraisal involving their line manager, peers and colleagues. It is envisaged that this will be repeated following the Riga course a year later.

**Jan Wilkinson**

## **LIBER Emerging Leaders Programme Munich 2013**

### **May-June 2013**

Introduction of the participants to a personality test Myers Briggs method.

### **Sunday 23<sup>rd</sup> June 2013**

16.00 Arrival, registration  
Welcome & introduction to the programme and people

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

16.30 **Introduction to the Topic 'Leadership'**

Exploring leadership role models  
Self-assessment of personal leadership styles  
What makes a good leader?

Roger Fielding  
Director, Roger Fielding Consulting  
UK

18.30 Drinks reception

19.00 Welcome dinner with speaker – 'What makes a good leader'

### **Monday 24<sup>th</sup> June 2013**

08.30 **Arrival & welcome**

08.45 **Structure for the day**

Jan Wilkinson

09.00 **Know Yourself (1)**

Introduction to type

- What type are you?
- Myers Briggs Type Indicator – so what?
- Implications of type for leadership
- Discussion & exploration

Roger Fielding  
Jan Wilkinson

10.15 **Coffee/tea break**

- 10.45 Case Study 1 – ‘Know Yourself: a personal leadership journey’ followed by group discussion**
- 11.45 Group discussion & feedback**
- 12.30 Lunch**
- 13.30 Know yourself (2)**
- Johari’s Window Game  
I(individual) SWOT x-change  
Individual presentations
- Roger Fielding
- 15.15 Coffee/tea break**
- 15.45 Action-planning with i(individual) SWOT**
- Roger Fielding
- 16.15 Introduction to Action Learning and Action Learning Sets**
- Jan Wilkinson
- 17.15 Round up and ‘home work’**
- 17.30 Close**

## **Tuesday 25<sup>th</sup> June 2013**

- 08.30 Arrival, coffee**
- 08.45 Welcome & structure for the day**
- 09.00 Know Where You Are Going (Vision & Strategy)**
- Making sense of strategy*  
*Miracle thinking*  
*Future thinking*
- Roger Fielding  
Jan Wilkinson
- 10.15 Coffee/tea break**
- 10.45 Case Study 2 – ‘Know Your Direction – a study in strategic leadership’**
- 11.45 Action Learning Sets**
- Roger Fielding  
Jan Wilkinson
- 12.45 Lunch**

**13.45 Take Others With You**

'My iceberg is melting' (Kotter)  
'The Five Dysfunctions of a Team' ((Lencioni)

Roger Fielding

**15.00 Coffee/tea break**

**15.30 Case Study 3 – 'Take Others With You'**

**16.30 Action Learning Sets Going Forward**

Roger Fielding  
Jan Wilkinson

**17.00 What happens next?** (The next 12 months, mentorships, and Riga)

Jan Wilkinson

**17.30 End of Programme**